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INDUSTRY
AUGUST 1949

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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
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L. M. BINGHAM, Editor

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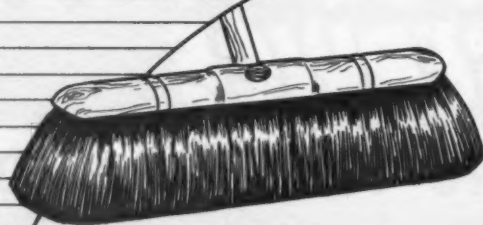
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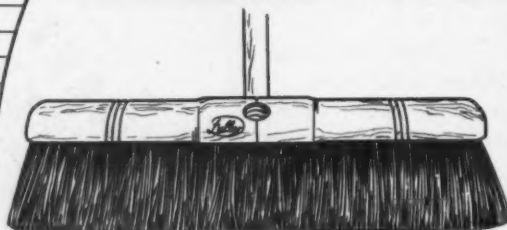
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What's In The Package

By AMOR P. SMITH, Vice President and Secretary*

The Russell Manufacturing Company, Middletown, Connecticut

IT appears to be smart politics these days to put a label on every political package, whether or not the contents live up to the name.

The present drop in business is labeled as an "inventory recession" and thus discounted and dismissed.

Presently we will be handed another political package labeled "deficit financing." This, in plain English, will mean the concealed expropriation of our savings and wealth through further dissolution of the dollar's value.

The Secretary of the Treasury recently announced a deficit for the fiscal year ending June 30, 1949, of \$1.8 billion. From July 1, 1948 to June 30, 1949 we spent \$6.2 billion more than in the prior year while our revenues were reduced by \$3.9 billion.

It is estimated that the deficit will amount to \$3 billion in 1950 and to more than \$6 billion in 1951. Senator Harry F. Byrd states that expenditures in 1951 will total \$49.3 billion and the tax bill will amount to one-third the national income.

The "deficit financing" package is a heavily loaded bomb.

It is the sure road to national bankruptcy and will endanger the solvency of our institutions and the sanctity of our commitments. It will mean a rejection of the moral law on which the greatness of this country was founded and on which its permanent well-being must rest.

Have we already established bureaucracy on such a scale as to dominate not only the economic life but the moral, social and political future of the people?

It would appear so.

But, fortunately, the American people have recently been presented with another package containing the opportunity of a lifetime to guarantee the future solvency and security of the nation. In the Hoover Commission reports, we have been presented with a magnificent blueprint for lasting good government. The monumental character of the work done by the Hoover Commission has fired the imagination of all students of government.

We must now see that the job is carried to a successful conclusion.

The executive branch of the government has grown to incongruous size. It accounts for the bulk of total Federal employment. In twenty years its personnel has expanded from 560,000 to over 2,000,000 with a turnover of 500,000 annually. Its expenditures have increased from \$3 to \$40 billion. And its ramifications have gyrated geometrically from 350 to a total of more than 1,800 agencies, bureaus, departments and administrations.

The Federal debt is equivalent to more than \$7,000 per taxpayer, and the Federal Government is spending our tax money at an annual rate of \$984 per average family. With our immense obligations at home and abroad, we can no longer afford such extravagance.

Knowing this to be true, the President and the Congress, two years ago, took the logical and necessary steps to achieve a thorough reorganization.

In the words of Senator Lodge, "This was the first time Congress had ever given full authority to search for an overall solution of the government organization."

The directive was sufficiently general in nature to empower the Commission not only to recommend management but also structural changes to improve efficiency. The Commission also was clearly directed to explore the boundaries of government functions and to make recommendation which might curtail or eliminate such functions.

The findings of the Commission have stirred the patient hearts of the American people with righteous anger.

We are said to have tolerance for political expediency.

We have become disillusioned and somewhat resigned regarding log-rolling and even the minor boondoggle.

But the unconscionable ineptitude and huge waste which has come about from the mounting number and confusion of bureaus, agencies, boards and administrations exceeds all bounds.

Four separate Federal agencies make short-term loans to farmers. Each maintains its own organization and combined they represent an investment of half a billion dollars of our tax money.

The Government gives medical care, in some degree, to 24,000,000 beneficiaries, about one-sixth of the nation.

While Congress maintains the world's largest printing plant, at a cost of \$50,000,000 a year, separate agencies operate 389 printing or duplicating plants of their own at an additional cost of \$25,000,000.

Whether we believe in little government or much government, now is the chance of this lifetime to help make the United States Government more efficient and effective.

Entrenched self-interest is already preparing to block action.

Innumerable previous attempts by six past presidents and by many Congressional committees have inevitably met the same stone wall.

Each of the 1,800 agencies is enthusiastically in favor of reforming some one else. Their own functions and powers constitute, in their eyes, an important exception.

This was felt by the Commission long before its work was finished.

"A mere rumor," Mr. Hoover has stated, "that our Commission was considering a method to save a few hundred million dollars by consolidating certain overlapping services brought as many as 2,000 telegrams to a single Senator."

"With the publication of this document, there have come requests from all over the land that something be done to prevent special interests from blocking reorganization."

"There is only one answer to this."

"The American people must themselves undertake the task of supporting these recommendations if they deem them wise."

"The burden shifts from the shoulders of the Commission to the citizens themselves, who must undertake a real and continuing responsibility."

It is now up to Mr. Truman to submit recommendations

(Continued on page 25)

* The author of this sixth article in a series of guest editorials is a director of the Association.



COLORFUL DISPLAYS BY INDUSTRY AND BUSINESS FILLED THE EXPOSITION BUILDINGS.

BRIDGEPORT Exposition and Festival

FOR the first time in nine years the people of Bridgeport, Conn. have been treated to an all-out Exposition of things made and sold in that community. Sponsored by the Bridgeport Chamber of Commerce, as part of the community wide Barnum Festival, the Bridgeport Progress Exposition of 1949 massed in one area the famous products of the area's more than 500 manufacturers and the latest home gadgets of the retailers.

This Exposition has been under consideration for over two years by the Chamber as the propitious "shot in the arm" needed to help local manufacturers and merchants. The Mayor of Bridgeport, Jasper McLevy, thought it would be a wonderful feature of the Festival. Plus that unemployment was beginning to mount.

The end result was the Exposition, with approximately 100 of the city's leading manufacturers and retailers putting on a show that attracted an estimated 70,000 persons in an eight day period.

This Exposition was so large it took two of the main buildings at Pleasure Beach to hold it: the Main Ballroom, 268 feet long by 111 feet wide housed the industrial exhibits; and the Roller Skating Rink, 158 feet by 75 feet was the scene of the Home Show.

Located between these two buildings was the Barnum Model Gift Home of 1949, a compact four and one-half room house, which was given

away completely furnished on the last night of the Exposition.

Soon as the Chamber received the go-ahead signal to hold their part of the Barnum Festival, they employed professional help to run their Exposition, as such an undertaking required professional direction. G. A. Parsons, President of United Expositions Corporation, a Bridgeporter, was retained.

Within the very short period of six weeks the Exposition was completely sold out and the doors ready to open for the public. In this month and half period an Exposition staff was recruit-

ed from local people, with Mr. Parsons supervising, an Attendance Committee of 120 women formed and in- ing, the model home constructed open for inspection two weeks prior to the Exposition plus all those n details which go into making a show.

Five weeks prior to the opening the Attendance Committee met for in the Stratfield Hotel where they briefed on the job before them. ladies had been recruited from plants and stores to help sell ad tickets with many lucrative prizes offered for the best job done. The ber one award was a 1949 Tudor to the lady who sold the greatest ber of tickets.

The Model Home posed a to ary problem which was soon over through the cooperation of the C Bridgeport Builders Association agreed to construct this compact in record time as a practical d stration of private enterprise's to the housing shortage.

This home, approved by the g ment for convenient financing, x 32 feet with a combination and dining room, two bedrooms kitchen, utility room and ample age space, all on one floor. An by eight foot breezeway led to 22 foot garage. Although this was constructed without a cellar easily adaptable to be erected basement.



VISITORS WERE TREATED TO bakery delicacies by Borck & Stevens hostesses.

In fact, the winner, Frank J. Vazano, 41 Wildwood Avenue, Milford, Conn., a veteran who is married and has two children, plans on moving the house to Nichols and erecting it with a full cellar. The Chamber of Commerce is paying full freight on the moving of the house from its temporary location at Pleasure Beach to its new site.

Soon after the initial announcement of the Exposition plans had been made members began to flood the Chamber offices with requests for space and information on the show. All requests were handled in the priority of receipt of inquiries.

Mayor McLevy's invitation to the Chamber to conduct the Exposition as part of the Festival stated it would be helpful "in providing information about our city to the largest possible number of Bridgeport citizens and people from the outside."

Festival

The Barnum Festival was a community-wide affair, with the Mayor as Honorary Chairman. The idea was proposed by Herman W. Steinkraus, President of Bridgeport Brass Company and newly elected President of The Chamber of Commerce of the United States.

The idea caught the public imagination and support. At a mass meeting of representatives of the community's several hundred social, civic, fraternal, service, veteran and neighborhood organizations the Festival idea was given wholehearted support. J. William Hope, head of his own accounting firm, and a Bridgeport Chamber Director, was named Chairman of the whole affair.

He organized a volunteer group of approximately 600 workers who toiled night and day without pay to give the community a full five days of uninhibited fun. Committees were set up to manage countless activities to provide something for everyone throughout this period.

A huge parade, under the direction of Colonel Henry A. Mucci, war hero and liberator of Cabanatuan, was developed for Saturday, June 11. Opening day festivities, on Friday, June 10, were highlighted by an old fashioned clambake, a Big Top Ball in the Armory and the arrival of a University of Bridgeport track star bearing a lighted torch carried in Olympian style from Bethel, Barnum's birthplace.

Other activities included a Pageant



THE BUILDING INDUSTRY exhibited this model home. It was given away, completely furnished, on the last night of the Festival.

of Nations and a Regatta, plus neighborhood block parties, folk dancing, sports events, winding up with a two day stand of the Ringling Bros., Barnum & Bailey Combined Circus.

All in all it was a wonderful experience for the people of Bridgeport. So well received was this first Festival that Bridgeport people want it perpetuated in honor of one of their former citizens.

P. T. Barnum, the cause of this great affair, was a former Bridgeporter, one time Mayor of the City, and well revered in the City for his many public spirited gestures such as the donation of Seaside Park to Bridgeport. His circus was formerly housed in Bridgeport,

the old grounds now a huge public playground.

The Bridgeport Progress Exposition was the leading event in the great Barnum Festival, opening on Tuesday, June 7, amid colorful ceremonies. The public opening was scheduled for 6:00 P. M. to coincide with the arrival of Mayor McLevy, Chamber President A. V. Bodine and Festival Chairman Hope via a Bridgeport built Sikorsky helicopter at Pleasure Beach.

A welcoming delegation composed of Chamber Officers and Directors and Committee Chairmen headed by Mr. Steinkraus met the tape-cutting group. The official party was then escorted through the exhibit buildings.



THIS PHOTOGRAPHY EXHIBIT by Corbit Studios, Inc., created much interest.

When the public walked in that Tuesday night all was in readiness for them. The show they did not see was the amazing transformation of the two exhibit buildings from their regular uses as a ballroom and as a skating rink to an exposition. As soon as the last strains of the Sunday night dance and skating activity died out a small army of carpenters and electricians moved into the two buildings to erect the exhibitors' booths. By eight A. M. Monday morning, when the first exhibit was rolled up to the doors, all was in readiness for them. All day Monday and Tuesday trucks rolled up to the buildings, disgorging their merchandise.

The opening night crowd, as were the visitors throughout the show, were amazed at the diversity of the products and overall excellence of the many exhibits. It was, in fact, a plant visitation for these people to the leading industrial firms in the area.

Exposition Features

Situated right in the center of the Ballroom was a new type boudoir housing the famous bovine family of Elsie, Elmer, her husband and Beauregard, their bull calf son. It was the first public appearance of the trio and the premiere of their apartment.

This exhibit drew many visitors who were fascinated by these animals whom they had seen caricatured in Borden ads. Oldsters got quite a chuckle out of the appointments of the booth including the library with some animal tomes as "The Farmer With Cold Hands", "Calves or a Career", "Bull Pshcowology", "Bulliver's Travels", "The Packing House Murder Case" by Slaughter, and others.

The Bridgeport Brass Company had its prize winning display there and Reid Jewelers exhibited rare and precious gems. Machine tool makers had their machines in operation with qualified personnel ready to answer the public's questions.

Visitors were enthralled with the sound, motion and color of the exhibits. At no time could the exposition goer complain of not seeing something new and different.

In the Home Show, all the latest gadgets, home appliances, home maintenance and equipment, were on display. In this one building a person could contract for a complete home right down to financing and those extras which go into making a house a home.

Another feature of the Exposition was the display of three of the latest automobile trailers, which sleep six, by Eastern Trailer Corp. These rolling homes drew large crowds.

The success of the Exposition can be measured in two ways. The satisfied visitors and the enthusiastic endorsement by the exhibitors. Even before the show closed many of the exhibitors stated they would like a similar show next year and to reserve space for them.

Throughout the eight day stand the

Exposition attracted about 70,000 sons and the Model Home, drew a 100,000 in the period it was on with as much as 1100 persons an going through it.

Plans are now being discussed to make the Festival and Exposition annual events. The Exposition gave people an opportunity to see a show which was last conducted in city in 1940 at Pleasure Beach, previously in 1925, 1929, 1934, 1935. From all indications, it not be the last one.

Exposition Exhibitors

The Allison Co.
American Home Insulation Co.
The Armstrong Mfg. Co.
B & M Distributors
The Bassick Co.
Bead Chain Mfg. Co.
Borck & Stevens, Inc.
Bridgeport Brass Co.
Bridgeport Fire Dept.
Bridgeport Gas Light Co.
Bridgeport Hydraulic Co.
Bridgeport Life Underwriters
Bridgeport Machines
The Bridgeport Pen Co.
Bridgeport People's Savings Bank
Bruner Ritter, Inc.
The Bryant Electric Co.
Carbide Tool Service Corp.
Chamberlin Company of America
Cilco Home & Appliance Center
City Plating Co.
H. S. Coit Sales Co., Inc.
Columbia Records
Community Chest & Council
The Conlin Co., Inc.
Conn. Coke Sales Division
Conn. Dairy & Food Council
Corbit Studios
Dell's, Inc.
D'Elia Electric Co., Inc.
Desks of America, Inc.
Dictaphone Corp.
Domestic Arts & Crafts
Eastern Trailer Sales, Inc.
The Electric Heater Co.
Franklin Furniture Co.
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General Electric Co.
General Tile Co.
Harvey Hubbell, Inc.
Huber Ice Cream Co.
Hunter & Havens, Inc.

Jenkins Bros.
T.A.D. Jones & Co., Inc.
Kirby Sales & Service
Liberty Beauty Supply Co.
Manufacturers Associated Sales
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Metropolitan Body Co.
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Neva-Clog Products, Inc.
New England Coal & Coke Co.
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Division of United Aircraft
The Silliman Co.
Smith-Ramsay Co.
The Sprague Meter Co.
Stevens & Equi Co., Inc.
Stratford Furniture Studio
Toddlers
The United Illuminating Co.
University of Bridgeport
Verrilli's Piano Showroom
The Vogel Mfg. Company
Kurt H. Volk, Inc.
Watson's
Weisker, Piper & French, Inc.
Whittings, Inc.

G. E. Wheeler Company — Specialists

THIS is one of an intermittent series of articles about new and small companies in the state who are making a vital contribution to Connecticut and its people.

CONVERTING to individually motorized drives for those concerns which wish to get away from the old line shaft drive and the necessity of operating heavy driving equipment continuously is a specialty with the G. E. Wheeler Company of New Haven, which is prepared to make up the motor bases and necessary belt guards and thereby do a complete job of fabrication and installation.

The manufacture of standardized belt guards for the machine tool industry is comparatively new and Connecticut can boast of probably the only concern in the country so standardizing in this type of manufacturing. This industry has been developed by the company following Mr. Gardner E. Wheeler's purchase of the United Welding & Machine Company in 1937, to which he added a sheet metal department specializing in fabricating ferrous and non-ferrous metal products for industry.

Mr. Wheeler was born and brought up in Claremont, New Hampshire, which gave him that Yankee spirit

and background. He moved to Hartford, Connecticut, and began working with the Whitlock Coil Pipe Company, the pioneer manufacturer of the modern type of automobile radiator. Mr. Wheeler worked in the Engineering Department for a number of years, and thus gained invaluable experience in the sheet metal line. With a background of 30 years of experience in radiator construction and other allied lines, Mr. Wheeler purchased the plant to which he made additions and changed the name of the business to bear his own.

From 1937 up to the war years, work such as general welded fabrication, power press drive and machine-tool bases, and concrete forms was done. During the war, considerable subcontracting work was engaged in, such as the manufacture of aluminum spare-parts compartments used for the shipping to the South Pacific of spare parts for B-29 bombers, ventilating deadlights for portholes and bullet proof porthole covers for combat ships and gun mounts for tanks. In 1946 the company began manufacture of stand-



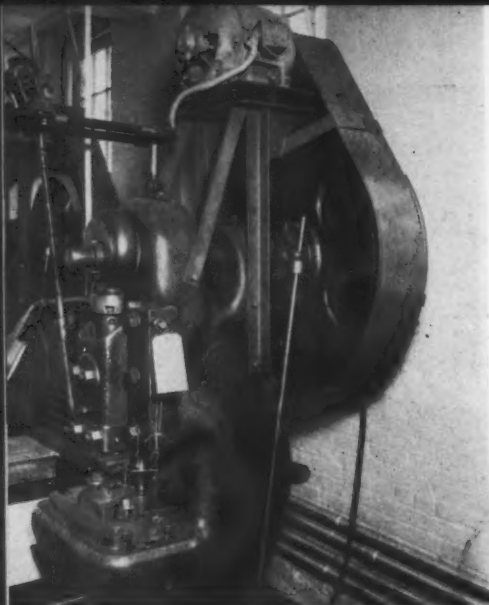
GARDNER E. WHEELER, SR.
President and Treasurer



GARDNER E. WHEELER, JR.
Vice President, Assistant Treasurer
and Secretary

THE NEW HAVEN PLANT of the G. E. Wheeler Co.





THIS MACHINE AT THE SARGENT & COMPANY plant in New Haven is equipped with motor, starter switch, motor base, brackets and belt guard—a typical example of the type of installation provided by the G. E. Wheeler Co.

ardized belt guards, for which it is noted and is steadily gaining more recognition.

The idea of the manufacturing of standard belt guards for machines in industry came about through a large order for welded fabrication of motor bases for power presses. At the same time, the customer suggested that The G. E. Wheeler Company might make some belt guards along with the motor bases and thereby do the complete job of fabrication. This was easily done, as the company was set up with the proper equipment for making safety guards. At this time Mr. Wheeler realized the need in industry for guards to meet safety requirements of plant safety engineers, state and insurance inspectors, together with the fact that they could be made in quantity and sold cheaper than the individual concerns could make them for themselves. After considerable data was compiled on the various sizes of drives common in industry and after careful deliberation in the company's engineering department, standard size guards were derived and production began. A national advertising campaign was launched stressing not only the standard sizes available but also that special sizes could be made to order. From this beginning the company has built up a very substantial business in sup-

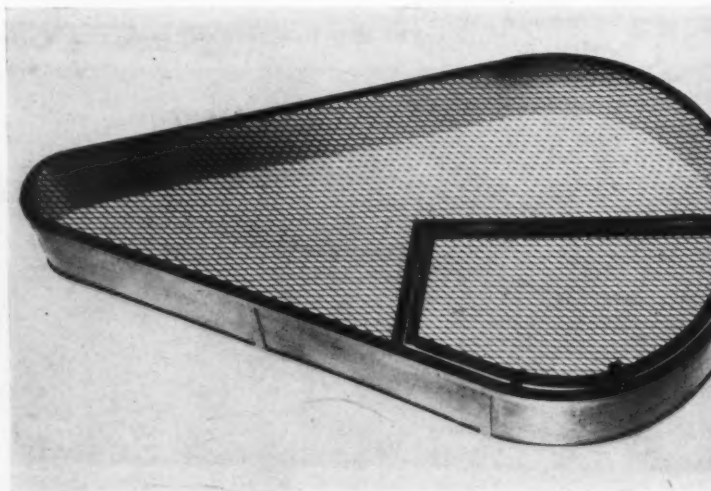
plying the guards for industrial equipment and serves among many others such concerns as the American Screw Company of Providence and Willimantic, Gorham Manufacturing Company, Landers, Frary and Clark, Corbin Cabinet Lock, Waterbury Steel Ball Company, Gilbert Clock, Sargent and Company and Winchester Repeating Arms.

April of 1946 saw another change in the Company with the formation of the Industrial Equipment Division, organized and headed by the president's son, G. E. Wheeler, Jr. Mr. Wheeler, Jr., graduated from Brown University, Class of 1936, with a degree in mechanical engineering. After college he was an application and sales engineer of industrial electrical and mechanical equipment manufactured by the General Electric Company until the end of 1943. In January 1944 he became associated with the Hammel-Dahl Company of Providence, Rhode Island, manufacturers of marine power plant equipment and automatic control valves, as production engineer. With this background of years of experience both in the mechanical and electrical field, he joined with his father in The G. E. Wheeler Company to set up the Industrial Equipment Division which works in conjunction with the Manufacturing Division, and operates as an agent and distributor for many manufacturers of industrial equipment. Among these are Electro-Dynamic AC and DC motors and generators, products of Electric Boat Company; Clark motor controls and electrical distribution panels; Brown-

ing "V" Drives; Western 4 speed machine tool drives; Sterling gear motors and variable speed drives; Electro-Products Synchronous motors, alternators and truck battery chargers; Diesel and Gasoline Engines; Lubricating Plate Lubricants.

At the present time a very substantial business is being done on converting line shaft driven equipment to individually motorized drives in industries renovating and modernizing plants and manufacturing methods. The Company does the complete installation, furnishes the motors, speed reducers, starters, belts and pulleys from the Industrial Equipment Division, and in the Manufacturing Division manufactures the motor bases, brackets as well as the guards. The next step is for the electrician to wire the equipment to the main lines.

Further expansion began in 1947. A branch office and warehouse of complete electrical supplies needed in industry and by electrical contractors was established in Westerly, Rhode Island under the management of Mr. Littleton. Mr. Littleton has been in the electrical field for the past twenty years, both as an electrical contractor and as an expert in motor rebuilding. He has had considerable experience in rewinding, having worked from fractional horsepower up to several hundred horsepower motors on special jobs throughout the country. Electric motor rewinding is a service which this Company now renders at various locations to industrial needs.



A TYPICAL STANDARDIZED BELT GUARD, with door, manufactured by the Wheeler Co.

Public Relations: The "You" In Your Business

By RAND W. SUTHERLAND

NOW a resident of Connecticut, the author of this article has been engaged in various phases of public relations activities in New York for many years. Besides holding reportorial and editorial positions on several large New York daily papers, he has served as public relations director of numerous large PR campaigns both for individual companies and governments. Notable among his many campaign efforts was the Bundles for Britain campaign, national wartime salvage campaigns, and the War Production Fund to Conserve Manpower campaign. Out of his rich experience he contributes this article demonstrating how essential is the practice of good public relations in business today and how you, as a business executive, may put good PR principles into good use in your business.



RAND W. SUTHERLAND

AS BUSINESS approaches the fiercer battle for business of the future, it has the foreknowledge that a powerful and effective weapon is at hand and available for immediate use, as required. Sound, all-embracing public relations, studiously planned, alertly and adroitly administered, and stoutly maintained, can prove a salvation to all who will use it honestly and intelligently.

Definitions

What, then, is public relations? The definitions are many. They run the gamut from glorified publicity to a philosophy of business. There are those who contend that in its many and varied applications public relations is comprehensive enough to include both extremes.

Here are a few: A social science—an over-all thought and procedure; the heart and core of modern management; the impressions we make on others and the effects of those impressions on them and us; applying the processes of good human behavior to business relationships; good performance publicly appreciated; the administrative code of an organization.

One of its foremost advocates sees public relations as an effort to identify a corporation with that which in an individual would be good manners and good morals. Though known by many names, and in its modern application new to many, public relations, nevertheless, is as old as mankind. I like to think of public relations as a

force for good which helps business to understand the true meaning of "live and let live," which brings the Golden Rule into relationships, each recognizing his responsibility toward the other, toward the community and the nation.

Despite the many high sounding terms associated with it, there is nothing mysterious about public relations. A hearty, smiling "Good morning" to the office staff, a sincere expression of appreciation for a courtesy or service, the thoughtful remembrance of an occasion in another's life, the friendly approach to all, in and out of business, a genuine interest in the activities of business and home communities—all are examples of good public relations. Expand them to involve many persons and you have the substance of good business public relations. But there is a qualification: Business must possess and develop the good qualities its principals and workers express.

Nor is the expression of a business limited to utterances by its executives or workers. Public relations encompasses all intercourse between the company and the world outside—advertising, publicity, promotion, correspondence, educational material and all other matter, whatever its character, which the company issues or causes to be issued.

Every business or industrial concern in existence has its own public relations whether it likes it or not. Conducting business is public relations.

The primary concern of business therefore, is whether it has good or bad public relations. If they result from painstaking planning, beginning with company policies, they are likely to be good. On the other hand, haphazard, hit-and-miss public relations almost invariably are bad and can be injurious.

Because public relations is a protective as well as a promotive responsibility in business, its functions go far beyond the mere cultivation of favor among its publics. It is a potent instrumentality in preventing and averting untoward, embarrassing or hurtful incidents in business. The instances are many where alert public relations executives or counsel have been able to check, if not halt, threatening labor upheavals, avert strikes or to turn the tide of a movement, which might have been disastrous, to one of telling advantage. Yet a large number of firms have experienced these hurtful occurrences before sounding an emergency call for public relations assistance. In such cases the damage usually is done before the "doctor" arrives. And it may take a long time to nurse the patient back to health. Sometimes the scars of these injuries are never completely eradicated.

Obviously, all public relations must begin at home, that is to say within the business or industry. The expression of the individual or collective *you* in your business is the genesis of your public relations. If this *you* and the

business you direct stands well with your employees and those with whom you are doing business, so much the better. Your public relations can improve your standing, can help you develop more likable qualities, make your business relationships pleasanter and interpret both you and your business in the light of these. But the *you* in your business could be unfavorably thought of either in or out of the business family. In that event there is need for corrective effort which surely would start with the firm's operating policies.

PR at Work

Perhaps half-a-dozen heads of business, who suffered personally and financially because of their attitudes toward their own employees, have come under my observation within the last decade. Three of them were forced out of their executive posts because they refused to "kotos," as one of them put it, to employees or "any others who want to run this business," in the words of still another. Two of the others became clients. Both were getting along in years; both pretty much tied to tradition, and both were referred to in ugly terms by most of the help. "Old Man" and "Old Buzzard" were friendly appellations compared with some others. I shall refer to only one of these two, the son of the founder of a century-old manufacturing business, who had been brought up to hate the firm's employees and to ignore the "help," except when he had orders to give.

He was a tough prospect when we talked with him initially, and our visit, in response to his urgent telephone request, seemed futile. But a few days later he 'phoned a second time to say: "I want you to come over and see what you can do to straighten out this mess." And mess it was. The plant, a good sized metal manufacturing operation, was limping along at about 50 per cent capacity. There was a heavy backlog of orders, and an abundance of other work that could have been handled. The town and adjacent area was home to hundreds of metal workers, a large number of whom wouldn't work in the plant because of "conditions"—and the "Old Man."

The "Old Man" squirmed a bit at our "recommendations", but he recognized his personal situation (he and his family were sole owners of the business) and said finally: "Very well, then. Let's get at it. I'm ready to play

ball." And he meant it. The job was a delicate and difficult one, for tradition had to go out the window and the family was not friendly to the idea. The offices and plant needed to be revamped; there was a job of landscaping that ran into five figures, and the business itself, then suffering from a combination of pernicious anemia and undernourishment, needed to be reorganized from top to bottom, and its archaic method of selling through "agents" discarded.

It was spring when the "revolution" was over and the "Old Man" went to California for a vacation. When he returned the countryside was in flower and he was feeling "Just bully!" Also he was full of ideas. We had pointed out that it might be a nice thing to get a little closer to his staff and, indeed, all his employees. He proposed an outing at his splendid summer home on Cape Cod. It was a three-day visit for more than forty of his 300 employees—the office staff, foremen and others. He was a generous host, and a genial one. He provided golf, boat rides, tours, clam bakes, entertainment and frolics; there was mass singing, quartets and solos. Everybody had a wonderful time.

This event marked the beginning of an extraordinary business development which paralleled the intensified public relations effort. He talked daily to his foremen and workers over loud speakers when he wasn't, as he liked to put it, "On the floor." A house organ made its appearance, vacations were liberalized, sick leave, hospitalization, health insurance and group life insurance were provided; wages were raised, a retirement pension plan followed and there were many other evidences of personal interest reflected from the head office through the entire organization.

Local mechanics began to call at the employment office, now in a new wing overlooking the gardens and new parking lot. Orders were increasing; five new salesmen were added to the original three. The business prospered and is now in its heyday. Production trebled in five years. It has doubled and better since. The town has prospered, too, and now it boasts a fine auditorium, the gift of the "Old Man," who also provided for its maintenance and usefulness. Before his death this respected citizen, full of years but with the heart of a boy, said that he had been "dead" the better part of his life, but "came to life" when he got to know his fellow workers and his

neighbors. He loved to jest with too. His pet jibe was, "I don't know where it got its name, but this relations business is the best fun I ever had."

What Others Think of You

Public relations in any business, whether it functions as an organized division of management or not, is concerned with every department and activity, with every operation and contact. It is not so much concerned with people by and large unless the case with many businesses, where the citizen—man, woman and child—is a potential customer or user of the company's products or services. But it is intimately concerned with all who come in contact with it, all who hear about it and all whose actions or opinions in any way affect it.

These people are your public. They are very close to you, a part of your business. They are your employees, from the least paid to the top-salaried executive, and your groups; your dealers, distributors, representatives; all persons who buy or use your products or services; from whom you buy the materials and supplies you use; all who live in your community or come into it; those who invest in your business—stockholders, bond owners, etc., and their friends and associates; the banks with whom you deal and all others who, directly or indirectly, have some association with you, your employees or the business itself.

The very existence of your business—its success or failure—depends in large measure how these groups think about you; whether they like you or not. Your opinion of them (and that of all of them) is of small consequence to them, but since opinions are reflected in attitudes, enlightened interest would suggest that you think well of them. Of course, a public relations program gives consideration to the wants and needs of your publics, since they are the blood of your business, but it is not overly concerned about your own needs, paradoxical as that may seem.

Time was when business and industry generally were devoted exclusively to their own interests. And many succeeded in that period in spite of this dangerous policy; they could not today. The great changes of that period (it ended

(Continued on page 30)

Mr. Manufacturer:

YOUR "KEY" MEN ARE SHOWING

By JOHN H. BRADLEY

MR. BRADLEY, a practical management man, brings out some new slants on the need to develop better supervision to survive in the new competition already launched.

NOW THAT the competitive market is back, the capable, efficient foreman must also come back. During the industrially lush war and post war years foremanship became almost a lost art. In this period the goal was all-out quantity production. Efficiency and cost of operation were not primary considerations. In many instances quality was a step-child; let's take her back into the family.

The major essentials of good foremanship are indicated under five general headings:

1. Technical Knowledge: Machine tools; layout; familiarity with product.
2. Mechanical Skill: Ability to teach, explain and show.

3. Labor Relations: Morale; incentives; high output per manhour.
4. Personality: Getting along with men; getting along with top management.
5. Production: Mechanical responsibility; clerical responsibility; inter-departmental cooperation; necessity of inspection.

This article does not have the scope to cover all. More has been written concerning the classifications 1, 2, 3, and 4 than has been the case in number 5; therefore as this is written from the viewpoint of the production control supervisor, it concerns itself chiefly with production problems.

The foreman is the primary executive in all manufacturing operations. The competence and stability of the

company depend to a great extent on the character of its foremen—the "key" men.

Choosing a foreman is not always an easy task. Given a dozen men of comparable knowledge and skill, perhaps only one or two will have the desired attitude and approach to new responsibilities, both to the men and higher management. The choice, whether good or poor, is sure to be reflected in the output, cost, and quality of work; also, the general morale of the department. Sullen or resentful workers do not produce.

The good foreman knows his job thoroughly. He is observant and can, in many cases, change or suggest changes in tooling, methods, or layout that will make a better product, or do it faster. He studies his men—knows their capabilities and by intelligent assignment of work can produce more and better work than can a less

(Continued on page 48)



TRADE-MARKS

By HERBERT F. BEEBE

THIS is the ninth in a series of educational articles designed to promote a greater interest and knowledge of export trade.

YOUR Trade-Mark is your guarantee of the quality of your goods and is in effect your signature on your product. Just as a writer signs his name to a book, an artist to a picture, or a carver his initials to his production, so the Trade-Mark of a manufacturer identifies the goods he produces.

When a Trade-Mark representing quality merchandise results in a demand for products of a certain company, the Trade-Mark itself becomes of great value to the owner.

The use of your Trade-Mark by a competitor is in effect signing your name to his product and might cause you an even greater loss than if he forged your name to a check.

This fact is recognized universally and most countries provide for registration of Trade-Marks for the purpose of protecting the owner of the mark in the sole right to use it.

The value of a Trade-Mark in the United States is well known, but it takes on even greater significance in certain foreign countries where many of the users of American products cannot read.

These people look to the Trade-Mark to identify the product they want. If they have bought your goods and are satisfied with them, they are far less likely to switch to another brand than are people who can read and are more easily swayed by persuasive arguments.

Furthermore if you put out new products bearing your Trade-Mark, it has the effect of assuring the prospective purchaser that you stand back of it also.

Consequently if you now have or have good reason to anticipate a substantial volume of business in any country, the advisability of registering your Trade-Mark is obvious.

The cost of registration varies from \$50.00 to \$150.00, possibly \$100.00 is a fair average. However, they run from seven to twenty years and in



HERBERT F. BEEBE

some instances are unlimited. The average might be ten to fifteen years which makes the annual cost relatively small.

The cost is for one mark under one classification. You might have one Trade-Mark in the U. S. that covered all your products but find in some countries that it is necessary to register under several classifications with more or less the same fee for each.

Like any other protection it is the problem of the manufacturer to decide whether in his opinion it is worth the cost.

The selection of a Trade-Mark is a matter for serious consideration. Usually this has been taken out in the U. S. long before much thought has been given to foreign trade and the logical move is to try to register that mark. Otherwise you have the problem of special marking on goods, advertising material, etc., for your foreign trade.

If you do have the opportunity to select the mark, it is well to bear in mind that there is an advantage, in the case of consumer goods, in having

a mark that buyers can describe. For instance, what the Chinese call "Chop", that is, the picture or mark of an animal such as a dog or a pyramid or square, in addition to your regular Trade-Mark, i.e. some object that has an equivalent name in any local language.

It is obvious that the fewer the marks you use on your goods, the less your registration expenses will be. The more your mark becomes known, the more for a given expenditure.

There are certain marks that cannot be registered, such as words that are currently used, anything scandalous, coats of arms, flags, etc., of national states, etc., Red Cross emblem, etc., that are commonly used in the United States to designate kind, quality, quantity, etc., and marks closely resembling existing registered marks that would cause confusion.

Geographical and surnames may be registered under certain conditions. Letters of the alphabet are not registrable in some foreign countries, for example Great Britain.

The bases on which ownership of a mark may be acquired fall roughly into two classes, the so-called Code Law such as is in effect in the United States and most English speaking countries whereby common use of the mark by the owners is required before registration is granted, and the Code countries where title to the mark may be acquired by the first one applying for registration, although in some countries the rightful owner is given a short time in which to file objection.

It is especially important to know the Code Law countries, because it is not an uncommon practice for people to watch for articles having a good sale in the country and then a mark is not registered to register themselves, and then hold up the manufacturer for a handsome sum by transferring it.

Due to the formalities that must be complied with and which vary in different countries, it is advisable to consult registered patent and trademark attorneys as they have correspondents in all countries in which they who are familiar with local requirements.



IT IS
UNETHICAL FOR US
NOT TO SOLICIT BUSINESS

It has always been considered unethical for members of the medical and legal professions to solicit business. Some people believe that the rule applies to all professions. But it is unethical for an insurance man *not* to solicit business. If he does not convince people of their need for Life insurance before they become ineligible because of impaired physical condition, he cannot render a professional service. Selling is an important part of the insurance man's profession.

THE TRAVELERS INSURANCE COMPANIES
HARTFORD, CONNECTICUT



NEVER BEFORE have two colliers of the "Seam" class been at the dock of the T. A. D. Jones and Company, Inc. at the same time. The vessel on the left is the "Sewanee Seam" discharging a cargo of the finest New River coal for distribution throughout Connecticut. The vessel on the right is the "Sewell Seam" taking on Bunker "C" Fuel Oil from the tanks of the T. A. D. Jones and Company, Inc.

THE LARGEST IN THE WORLD and the most modern are these Seam vessels, having a cargo capacity of almost 12,000 net tons of coal.

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T. A. D. JONES & COMPANY, INC.
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NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

ACCORDING TO CURTIS M. MIDDLEBROOK, well-known Hartford industrial realtor, more than one-third of 2,000 manufacturing concerns established in New England since World War II, are in Connecticut. These were either new plants, branch organizations or firms that relocated here from elsewhere in the nation.

Mr. Middlebrook stated that a survey was conducted among these firms which revealed that 62% of the new firms who have located in Connecticut did so "because we found a suitable building."

He said market considerations played an important part in the decisions of some of these concerns, with many companies recognizing the importance of Connecticut in respect to the market they serve.

★ ★ ★

THE PROMOTION OF MEADE W. BATCHELOR, from vice president in charge of production to executive vice president of the Bridgeport Brass Company, has been announced by Herman W. Steinkraus, company president.

Mr. Batchelor has been with the company since 1933, when he came from Revere Copper and Brass, Inc., to join the engineering staff of Bridge-

port Brass. When the company constructed the first new continuous rolling mill, he assisted in the design and building of that plant, and became superintendent of it in 1940. Early in 1942 he was made works manager in charge of the Bridgeport and Indianapolis mills of the company, and later was given charge of all manufacturing.

In 1945 Mr. Batchelor was promoted to vice president in charge of production, and was elected as a member of the board of directors. The following year, when the company joined with Noranda Mines, Limited, of Canada, in the formation of Noranda Copper and Brass, Ltd. of Montreal, he was elected vice president of that company.

★ ★ ★

A MAJORITY OF NEW ENGLAND MANUFACTURERS who were questioned on the status of their business have expressed confidence that they will hold their own or show improvement during the next five years, it was revealed at the 95th quarterly meeting of the New England Council.

Dr. Alfred C. Neal, director of research for the Federal Reserve Bank of Boston, made public the preliminary result of a survey sponsored jointly by the New England Council and the



A usual summer scene on the Hillstead Museum estate, Farmington, Connecticut. Photo by Bo and Joe Steffanson, West Hartford.

Reserve Bank. Dr. Neal said that of the first 450 manufacturers responding to a questionnaire, 78% thought that their companies would fare as well as at present or would improve during the next five years.

"The fact that so large a proportion of the manufacturers expressed confidence in their own future augurs well for the future of the New England economy," Dr. Neal asserted, "especially in view of the well-known long-term decline of manufacturing in New England relative to manufacturing in the nation."

★ ★ ★

JAMES E. MCCARTHY AND JAMES F. STARK have been appointed sales manager of the General Electric Company's automatic blanket and sunlamp division and fan division,

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respectively, the company has announced.

In his new capacity, Mr. McCarthy will be responsible for the sales of his division's entire line of products.

Mr. Stark succeeds Frank A. Stortz, who recently resigned to become traffic appliance sales manager of the

General Electric Supply Corporation in San Francisco. Mr. Stark joined G.E. in 1937 and served as heating device sales representative in Philadelphia, a member of the general purchasing office in Washington, traffic appliance representative in Kansas City and local appliance sales manager in Omaha.

EMPLOYEES OF THE MERIDIAN PLANT of New Departure Division of General Motors Corporation, have been awarded a total of \$21,124.75 in cash and government bonds for suggestions since the company's suggestion plan was introduced in 1942.

William T. Murden, resident manager, made known the overall amount distributed during the past seven years while announcing that six Meridian plant's employees received awards during May.

★ ★ ★

THE APPOINTMENT of P. J. Grace as assistant to the president of the Capewell Manufacturing Company, Hartford, was announced recently by Staunton Williams, president. At the same time Mr. Williams announced the appointment of John H. Clark as director of sales and executive assistant to the president.

Mr. Grace will have charge of all domestic customer relations, development and supervision of special accounts and government business. He will also act in a consulting and advisory capacity on the distribution of Capewell's products throughout the United States.

Mr. Clark will supervise both Capewell domestic sales and export sales organizations. He was formerly assistant to the president and prior to his affiliation with Capewell was with Westinghouse Electric International Corporation.

★ ★ ★

AT THE PLANT OF THE WINSTED HARDWARE MANUFACTURING COMPANY, two popular household products are in production. The famous Waring Blenders and Waring Steam Irons were added to the Winsted Hardware line a few months ago, and since that time employment at the Winsted plant has maintained a constant level.

The Waring products take their name from Fred Waring of Pennsylvania fame. The blender was his original design. Both items fit well with the Winsted Hardware line of products that include the Durable folding irons for travel and home use and conventional ironers.

★ ★ ★

RESULTS OF THE FIRST PRODUCT LITERATURE competition sponsored by The American Institute of Architects and the Producers' Guild.



In almost every company there is an able executive extremely important to its success and profits. It would take months, perhaps years, to replace him. Meanwhile the company's profits might suffer.

Perhaps you have a department head or technical specialist who is outstanding and would be hard to replace. A Sales Manager perhaps, or a Research Director, or Chief Engineer. The loss of that one man might hit your company hard.

Suppose he died suddenly. Your company would suffer a very real monetary loss.

There's a way to protect your profits and your company's future

against the sudden death of such a key man, just as you protect your physical assets with fire insurance. This plan is described in a new Connecticut Mutual book called "Protecting Business Profits."

The problems of no two businesses are alike. Special ability and experience are required to work out the proper plan to fit the specific needs of your organization. The Connecticut Mutual has helped hundreds of companies solve just this problem. We maintain a special department devoting full time to this type of work. Telephone or write today, for our free booklet "Protecting Business Profits." No cost or obligation.

RALPH H. LOVE, General Agent

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cil, Inc., a trade association of build-
ing products manufacturers, were an-
nounced at a dinner held in the Hotel
Roosevelt, New York, recently.

Out of a great mass of advertising
literature put out last year by manu-
facturers of equipment used in the
construction industry, a jury of award
selected 32 pieces as being exception-
ally well designed and informative and
helpful to architects and builders, and
worthy of commendation.

One of those was "Ceilings Unlim-
ited," a 105-page brochure published
by The Miller Company, Meriden, last
fall. It contains this foreword: "The
Miller Troffer System of Fluorescent
Lighting makes it possible to use the
light units required for 'easy seeing' to
form any ceiling pattern desired . . .
CEILINGS UNLIMITED. This broad-
ening of the use of good lighting is
described in detail on the pages of
this book."

A. T. Bergeron, vice president of
The Miller Company, attended the
dinner and received the Certificate of
Merit awarded to The Miller Com-
pany.

★ ★ ★

**THE APPOINTMENT OF AL-
BERT B. WALKER** as an assistant
secretary of United Aircraft Corpora-
tion, East Hartford, has been an-
nounced by Erle Martin, general man-
ager of the Hamilton Standard Pro-
pellers Division. Mr. Walker is in the
division's contract administration de-
partment.

A native of Hartford, Mr. Walker
was graduated from Kingswood School,
Yale University and Yale Law School.

★ ★ ★

JOHN W. NICKERSON, former
general superintendent of Cheney
Brothers and a war-time director of
industrial relations of the War Pro-
duction Board, has announced that he
is now available as consultant in man-
agement engineering. Mr. Nickerson
will conduct his business from his
West Hartford home.

Mr. Nickerson resigned recently as
industrial relations director of Bige-
low-Kent, Willard and Company,
management engineers of New York
and Boston.

★ ★ ★

OPEN HOUSE was held at the of-
fice of the State Labor Department,
285 Broad Street, Hartford, recently,
in conjunction with Public Servants
Week.

John J. Egan, Labor Commissioner,
said that the public had been invited
to observe how the nine divisions of
the Labor Department operate. Guides
explained the flow of work and the
functions of the following divisions:
Unemployment Compensation, Em-
ployment Service, Factory Inspection,
Minimum Wage, Apprentice Train-
ing, Wage Claims Adjustment, Media-
tion and Arbitration, Labor Relations
and Labor Statistics.

Public Servants Week was initiated
two years ago by the American Federa-
tions of State, County and Municipal
Employees to promote better under-
standing between the public and the
public employee by showing the serv-
ices rendered for the tax dollar.

★ ★ ★

**SAFETY GLASSES SEEM TO BE
PROVING THEIR WORTH** at
Pratt & Whitney Division, United Air-
craft Corporation. Charles H. Hill,
department 24, pictured here, recently
tried to loosen a pipe union by ham-
mering on it. The hammer head split
and part of it flew, striking him on
the right lens of his chemical goggles.



During March, Mr. Hill broke his
safety glasses when they were hit by a
flying bolthead on which he had been
chiseling.

These two near accidents are graphic
proof of the importance of the use of
safety glasses in industry.

★ ★ ★

**AT A MEETING OF STOCK-
HOLDERS AND DIRECTORS** of
the Warehouse Point Company, Ware-
house Point, held recently, T. J. Blood

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was elected president to replace Charles S. Burr of Manchester, who has disposed of his interests in the company and resigned. Mr. Blood had been executive vice president of the warehousing organization, which maintains complete warehousing facilities in Warehouse Point and Montville.

Before joining the Warehouse Point Company, Mr. Blood was a member of the industrial engineering and merchandising divisions of the Montgomery Ward Company for almost twenty years.

★ ★ ★

THE FIRST McAULIFFE MEDAL has been awarded to D. Hayes Murphy, president of The Wiremold Company, Hartford. The Medal—a memorial to the late Bishop Maurice F. McAuliffe to perpetuate his lifetime interest in better relations between employer and employee—has been established by the Diocesan Labor Institute of Connecticut as an annual recognition of notable achievement in the field of industrial relations. It is planned as an award to a Connecticut



D. HAYES MURPHY

representative of labor and a Connecticut representative of management who in the judgment of the Institute have sincerely worked to promote the cause of good employer-employee relations.

The citation stated that Mr. Murphy had been designated as the management representative to be honored "in recognition of his life-long and unselfish

efforts to promote justice, will and understanding among his employees, which efforts have been his company during a period of fifty years a record of industrial relations unmarred by any kind of dispute."

Joseph R. White, state director of the CIO Textile Workers Union International vice president of the Textile Workers of America, is the representative who received the award with Mr. Murphy.

In his acceptance of the award, Mr. Murphy congratulated the Diocesan Labor Institute upon the good work it has done in educating labor leaders in "Roberts' Rules of Order" in making them vocal enough to combat the infiltration of the Communist element into labor unions. He expressed hope that "this work will continue" and that other like-minded groups will join in a general effort to protect and promote the most productive civilization the world has ever seen.

He stated that "It is only because we have had good labor leaders that we have been able to deal with the problems which to deal that the award is



Wallace Barnes Springs
Bristol Connecticut

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made to me. If I had had the same kind of labor leaders that some of my friends have had to deal with, you wouldn't be pinning any medals on me!"

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WALTER H. WHEELER, JR., president of Pitney-Bowes, Inc., Stamford, presided over one of the four panel discussions held in connection with the 95th quarterly meeting of the New England Council at Manchester, Vermont. Advocating a policy for business to get out of the "dog house," of public opinion, he said, "The average layman thinks business is against the good things. We say we're against Socialism, but we don't say we're trying to bring more social benefits in a private way instead of through government. If it comes through government it will cost more money and really threaten freedom."

He warned that sudden wholesale layoffs are doing more to harm efforts of businessmen in restoring confidence than anything else they can do. He said that businessmen "are human; we understand why people want security and we've got to support those things going on in the community for the benefit of the people."

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THE FOLLOWING NEW OFFICERS have recently been elected by the Industrial Advertising & Marketing Council, Western New England Chapter of the National Industrial Advertisers Association:

A. W. Tucker, president; C. W. Bostrom, 1st vice president; A. T. Wolcott, 2nd vice president; R. J. Landon, secretary-treasurer. R. D. Mount and E. C. Shultz have been named directors for two years, and E. C. Palm, agency director and E. S. Lawson associate director.

★ ★ ★

THE COMMENDABLE WAR-TIME SLOGAN of the Seabees, "Can Do—Will Do," has just been re-enacted in Stamford as manufacturing companies and their employees became major factors in the successful Stamford Hospital Building Fund drive which saw a \$1,500,000 goal oversubscribed in June by 28 per cent.

\$1,928,916 has been raised for the construction of a badly-needed new wing and the modernization of old facilities. Of this amount, \$260,757 represented contributions of industrial employees and \$507,860 corporate

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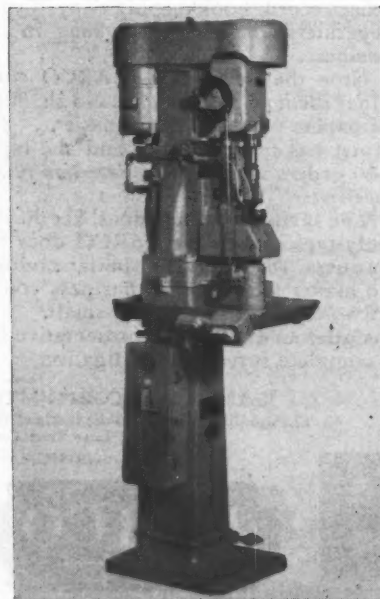
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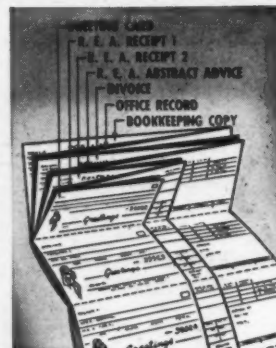
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gifts—or a combined total of 40 cent of all the funds raised.

Employee participation ranged high as 97 per cent in some of Stamford's larger plants. Workers were encouraged to take advantage of paid deduction plans with the goal for man or woman being one per cent of his or her pay for a period of months. "Match Your Social Security for Hospital Security" was the theme of the Industrial Employees section of the drive.

General chairman of the Building Fund Campaign was Walter Wheeler, Jr., president of Pitney Bowes, Inc.; Northam Warren, president, Northam Warren Co., was chairman of the Industrial Corporation section, and had as associate chairman Malcolm P. Taylor, chairman of the board of Taylor-Reed Corporation, and J. Bryan Williams, Jr., general manager of the Yale & Towne Co. Charles P. Collins headed the Industrial Employees division with Joseph J. Morrow, Pitney Bowes' personnel director, and W. P. Morrow, industrial relations director of Yale Towne Mfg. Co. as associate chairman.

★ ★ ★

PRESIDENT HARRIS W. TULLER of the Hartford Chapter, National Association of Cost Accountants, announced the following assignments for the Chapter year beginning July 1949:

Robert L. Tetro, vice president in charge of Stevenson Trophy Competition; Charles F. Margeson, vice president in charge of Discussion Group; Roy F. Moakler, treasurer; Oscar Pease, secretary; William B. Cahill, Jr., director, publications; Leonard R. Ackerman, director, program; Charles W. Knapp, Jr., director, letter news; John J. Bricker, director, membership; William K. Macdonald, director, member attendance; Edgar Cossette, Jr., director, special activities; Donald F. McManus, director, employment; Albert S. Roberts, director, publicity; George M. Gillis, director, meetings, and Brenness G. Tuller and Kurt Schwarzkopf, auditors.

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THE CONSTRUCTION OF A NEW ADDITION to the plant of The Connecticut Plastilite Corporation, Stamford, has now been completed, increasing the plant's space to 20,000 square feet, and

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THE ARCHITECT'S DRAWING of Plastilight's new building.

viding new showroom and offices, as well as additional factory facilities. Victor Hugh-Vidal, president of the company, revealed that the expansion was necessary to meet the increased demand for Plastilight plastic surfacing for table tops and to enable the company to fabricate furniture featuring Plastilight decorative tops.

In addition to processing standard laminates for table tops, the company has introduced exclusive, special designs in three, four or more colors, and metal inlays known as "Metal-liquies."

As a result of these new developments, the company has reported a production record of one million square feet during the first five and one-half months of 1949.

★ ★ ★

CONTINUING ITS SERIES of "Know Your Local Industries," the Stamford Trust Company, 300 Main Street, opened recently an exhibit of products manufactured by Plastic Manufacturers, Inc., Stamford.

Many molded plastic items produced by the Fairfield Avenue concern for the United States Navy, Airforce, and leading industries throughout the country are shown.

In a statement explaining the purpose of the exhibit, Malcolm Farmer, president of Plastic Manufacturers, said: "It is our hope that from this exhibit, the people of the community will gain a better understanding of the increasingly important role plastics are taking in our lives. We have gathered samples of products made in Stamford which are used in national defense, by the United Nations, as well as by industry and in the home.

"The plastics field is still relatively young, and as new techniques and materials are constantly being developed, the industry will grow rapidly in the next decade. It is my expectation that Plastic Manufacturers will grow with the industry, to provide more opportunities for employment to residents of the Stamford area, as well as better and cheaper products for our national markets."



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THE FIRST "DESK MODEL" postage meter, little larger than a dial telephone, yet a complete metered mailing machine that stamps and seals mail of all kinds and classes, made its national debut recently in 86 branch sales-service offices of Pitney-Bowes, Inc., after six years' development and field testing.

By simply "dialing" the stamp value wanted and pressing a lever, the new postage meter prints postage of any value, complete with dated postmark and, optionally, the user's own advertising message, trademark or monogram.

GOVERNMENT PLANNING has been described as "rationing of poverty" by Morris Sayre, chairman of the board of the National Association of Manufacturers, in a recent speech. He emphasized his view that if economic planners, like the collectivists now seeking control in Washington, had begun regimenting the United States immediately after the Revolution, our pioneers could never have conquered this continent.

"Government planning is the parent of dictatorship," he said. "It means the ultimate rationing of poverty and misery." Such government planning, he explained, cannot increase production "so eventually they have to call in the man on horseback to pound the life out of the nation into subjection and misery."

★ ★ ★

AT A SPECIAL MEETING of the Board of Directors of Curtis 100, Inc., Theodore L. Hansen was elected to the post of vice president.

Mr. Hansen has been eastern division manager since 1922, when the Hartford plant was opened. He was

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also secretary-treasurer, and is being succeeded as treasurer by Henry Curtis, manager of the plant at Atlanta, and as secretary by Elmer W. Kampff of St. Paul, who has been assistant secretary.

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THE AMERICAN INSTITUTE OF ARCHITECTS and the Producers' Council, Inc., jointly presented a Certificate of Merit to the Stamford Division of The Yale & Towne Manufacturing Company in the first annual product literature competition for a 44-page Yale & Towne booklet entitled "The Inside Story" that describes in colored cartoons the construction and operation of the new Yale Compact Door Closer.

The citation declares that the product literature competition is sponsored "to raise the standards of advertising and the dissemination of useful data and information on materials and methods of use to the architectural profession."

The booklet, "The Inside Story,"



HAROLD R. SLEEPER, left, noted architect and chairman of the Jury of Award, is shown presenting the Certificate of Merit to **Ray Watkins**, manager of Builders' Hardware Sales of the Stamford division, Yale & Towne Mfg. Co., the only locks and builders' hardware manufacturer to be honored.

was considered by the Jury of Award "to be of character which represents an excellent example of promotional

product literature and, as such, is deserving of commendation and the awarding of the certificate."

What's In The Package

(Continued from page 5)

and up to Congress to review these recommendations and to put them into effect.

What reforms are finally achieved will depend in large measure on a strong, continuing and unmistakable public demand.

Men of good will may well ask: What can I do?

It is suggested that each of us do everything possible to marshal public opinion.

Get the Reports by writing the Government Printing Office in Washington. They are available at small cost.

Write to the Citizens Committee for Reorganization of the Executive Branch of the Government for information. They have offices at 15 West 46th Street, New York. Branches are being formed in other cities.

Join this Committee.

Write your Congressman.

More important, get your Congressman to write you by asking him to tell you what he is doing about the Hoover Reorganization Plan.

Finally, support those reforms which

affect your pocketbook with as much enthusiasm as you support those reforms which affect others.

A similar movement directed towards reorganization of the State Government is under way in Connecticut. Carter W. Atkins, executive director of the Connecticut Public Expenditure Council, was appointed chairman of a five-man commission to study and make recommendations for reorganizing the State's government.

It is believed that Connecticut citizens will be offered comparable opportunities for economy in State government when their findings are made public.

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OBSERVATIONS

By N. W. FORD

Executive Vice-President

ACCORDING to a recent publication of the National Industrial Conference Board, annual contributions for social insurance in the United States recently amounted to four and one half billion dollars. In 1929, less than one fifth of a billion (\$169 million) dollars were paid in for this purpose and in 1939 the amount was about \$2 billion.

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Commenting on social security costs abroad, the National Industrial Conference Board stated that more or less comprehensive social security programs cost Belgium 23.5%, Czechoslovakia 22.8%, the Netherlands 20.3%, and Yugoslavia 28.0% of total remuneration. In all these countries except Czechoslovakia employers and employees share the tax with the former carrying most of the burden. In Czechoslovakia, the entire tax (22.8%) is levied on employees.

Ninety-nine million persons in the United States, or 67% of the population alive on January 1, 1949, cannot remember the depression of 1929 as adults. Seventy-three million were either not born or under twenty-one years of age when we last had as many as five million or more unemployed (August, 1941).

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No "government" in the history of the world is, or ever was, more justifiably open to indictment, impeachment or deserved condemnation for waste, extravagance and downright inefficiency than our own present-day United States government. When we say government we mean the tragically, and national welfare-threatening, overgrown government of the United States. When we say indictment, impeachment or deserved condemnation, we mean the "Administration", especially the Executive Branch, of our

government and we mean a submissive, condoning and aiding and abetting extravagant and wasteful spending and spend, tax-and-tax, series of Congresses of our government.

In this connection, a half-dozen item summations from the Hoover Commission reports may prove interesting:

1. A Hoover Commission task force found that past and planned Federal expenditures for government-owned hydro, reclamation and flood control projects total over \$40,000,000,000 (40 billion dollars)—equivalent more than all the gold mined in the world since 1492.

2. Hoover Commission estimates to 85 per cent of the patients in Federal military hospitals are able to get up and about. Whereas the average stay for a tonsillectomy in a private hospital is 1.4 days, Army personnel on "active duty" have their tonsils removed in 16.1 days.

3. At the last tally, in mid-1948, the Maritime Commission "thought" it had 2,267 vessels for sale, according to the Hoover Commission. But ships in their \$1½ billion inventory were only vaguely accounted for. Some of these were transferred to the Navy and other government agencies, the rest seem to have been mislaid.

4. Competition between the Bureau of Reclamation and the Army Engineers in dam-planning (no pun intended) brought an exciting dead-heat last year, reports of the Hoover Commission show. They both made "dependent" surveys for a dam on the Snake River. The dams on paper were practically twins, the selected sites were only 2 miles apart and the surveys were made public on the same day. Tossing a coin for the job would have saved the taxpayers about \$10 million—the estimated cost of the survey.

5. Of the 13 hospitals in the San Francisco area, 7 could be closed according to Hoover Commission reports, and the remaining 6 could handle the patients with about half the capacity. Meanwhile, 3 more Federal hospitals are planned for the area at a cost of perhaps \$70 million.

6. Dr. Lewis Meriam, chairman of the Hoover Task Force on Welfare, says that the proposed bill for old age and social insurance would require expenditures increasing from about \$7.3 billion in the current year to \$17.3 billion in 1960 and up to \$27.3 billion in 2007.

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Leasing of Motor Vehicles

WE have been approached recently by several members who have been giving consideration to the leasing of motor vehicles in order to reduce the cost of distributing their products, particularly on long hauls. Many of them have apparently received erroneous information concerning the leasing problem and believe that certain things can be done to relieve them of their responsibility in using this method of transportation. In view of this situation, it appears advisable to list a few of the things that can and cannot be done for the guidance of other manufacturers who may be contemplating a similar move. There have been numerous court decisions affecting the legality of leasing motor carrier equipment. One of the most recent decided by the federal court in Minnesota included the following requirements among others:

- (a) The owner of the equipment leased to someone else may not supply the driver for the motor vehicle nor is he supposed to know the driver used.
- (b) The owner of the equipment must lease the truck on a flat fee not on the basis of a certain number of cents per one hundred pounds.
- (c) The truck must not be leased for a one way trip but must be leased for roundtrips from lessee's plant back to lessee's plant again.
- (d) The owner of the vehicle leased may not provide insurance covering either damage done by the truck or to the truck or its contents. The entire responsibility of the truck and its contents is on the lessee for the duration of the lease.

- (e) The wages of the driver must be paid by the company leasing the truck and may not be deducted from the amount agreed to for the lease of the motor vehicle.

As previously stated, this is by no means the complete list of the things to watch out for in negotiating a lease covering a motor vehicle. The Association would be pleased to go over a proposed lease with any of its members in order to make certain its provisions are within the law.

Pick-up and Delivery and Small Shipments

Since 1946 at least, the Interstate Commerce Commission has been actively investigating and conducting occasional hearings on Dockets 29555, 29556 and MC-C-542 and 543, known as the pick-up and delivery and small shipments cases. For many years both the rail and motor freight carriers have felt they were losing large sums of money in handling small shipments, and the Interstate Commerce Commission from time to time, when increases in freight rates were requested, have admonished these carriers to do something about these unremunerative services. Presumably this is an attempt on the part of the Commission to ferret out the facts concerning small shipments and remedy any faults they might find to exist. Most of the carriers are represented at these hearings, as well as many shippers and organizations in the country. Nearly as many plans for correcting the situation have been proposed as there were witnesses. They go all the way from no change whatsoever to a minimum charge of \$7 per shipment and from the handling of any size package regardless of weight to a minimum of 25 lbs.



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per package. Out of these thousands of pages of testimony, the Commission will undoubtedly evolve some formula to apply for all methods of surface transportation. However, before doing so, at least one more hearing will be scheduled, probably late this fall. In view of the size and scope of the testimony already received, there appears to be very little anyone can do at this time except wait for the final decision of the Commission.

In the meantime, some of the carriers, particularly in New England, appear to be going ahead in formulating their own plans to lessen or wipe out some of these purported losses. Generally speaking, the New England railroads, with the exception of the New York Central System (Boston

and Albany) and the Rutland Railroad, are proposing a plus charge for pick-up and delivery service. They are joined in this by the carriers in the trunk line territory (between New England and the Buffalo-Pittsburgh area) with the exception of the New York Central, the Erie and the Baltimore and Ohio railroads. The plan, although not completely decided on, is to assess a charge for each pick-up and each delivery of between 10¢ and 30¢ per 100 lbs. depending on the size of the city in which the pick-up and delivery is to be made, the higher charges naturally being in effect in the larger municipalities. At a hearing in New York called by the railroads covering this proposal, and at which the carriers asked the shippers for con-

structive criticism, it was obvious that the carriers would meet with considerable resistance in placing any such proposal into effect. Only one shipper representative stood up before the gathering to voice approval of the carriers plan. The rest were unanimous in the feeling that no further increase in freight rates, as such a step would obviously represent, could be countenanced at this time, particularly when it would not apply to all railroads in all sections of official territory, thereby enabling some competitive firms to secure a decided advantage in transportation costs.

Loss and Damage Claims

Undoubtedly a sizable portion of the increased overhead cost, the carriers point to in attempting to justify petitions for increased freight rates, is the amount of loss and damage paid out each year. During the year 1948 a campaign was carried on not only by the rail carriers themselves but also by the shippers through Shippers Advisory Boards to reduce this overhead expense. Despite their joint efforts, the amount of loss and damage claims during the year 1948 increased 10.8% over the preceding year. Last year the carriers were forced to pay \$135,390,664 on loss and damage. This is the second highest figure on record exceeded only in 1946. Such a high figure is entirely unnecessary. The fault must be shared by both rail carriers and the shipping public because such staggering losses can be entirely due to rough handling, misbilling. The shippers must do their part and see that their products are properly packed to withstand a reasonable amount of handling and also be certain to mark the outside of the container and bill of lading to show proper consignee and destination. Loss and damage claims do not only represent a loss of money to the carriers themselves. They also result in dissatisfied customers for the manufacturing shippers. Much has been done in the past few years toward better packaging and shipping facilities which, if investigated, might not only assure safe delivery at destination but might result in money saved on packaging and shipping charges. A survey of shipping practices now might prove beneficial not only to you but to the rail carriers as well. The Association of American Railroads includes among its services packaging experts who can consult with any shipper free of charge.

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PERSONNEL

By A. L. WOODS

Executive Assistant

Veterans' Reemployment Rights

THE present Selective Service Act which became effective June 24, 1948 does not repeal any prior legislation covering the reemployment rights of persons who have served in the armed forces prior to, or were in the armed forces on, June 24, 1948. Anyone having reemployment rights under the old or new laws is entitled to reinstatement in his former position, or a position of like seniority, status and pay, and is entitled to be considered as having been on furlough or leave of absence during his period of active service.

Persons who entered active service prior to June 24, 1948 are qualified for legal reemployment rights if they were inducted under the Selective Training and Service Act of 1940 as amended, if they were members of a reserve organization who were on active duty on August 27, 1940, or were called to duty after that date, or subsequent to May 1, 1940 they entered

upon active military or naval service in the armed forces of the United States. Persons are qualified for legal reemployment rights under the law which became effective June 24, 1948 if they were inducted for military training and service under the provisions of the Selective Service Act of 1948, if they were reserves called to active duty (not for training only) in the armed forces of the United States, Coast Guard and Public Health Service subsequent to June 24, 1948 and prior to June 24, 1950, if relieved from active duty not later than three years after entering upon such active duty or as soon thereafter as orders may be obtained, relieving them from active duty. Also eligible is any person who subsequent to June 24, 1948 and prior to June 24, 1950 enlisted in the armed forces of the United States for not more than three years if such enlistment is his first subsequent to June 24, 1948.

A veteran has a right to his old job if he can meet with the following requirements:

1. If the position was in the employ of a private employer.
2. If the position was other than a temporary job.
3. If he left the position to enter upon active military or naval service in the armed forces of the United States.
4. If he had satisfactorily completed his period of training and service for a period of active duty and received a certificate to that effect.
5. If he is still qualified to perform the duties of this position; but if he is disabled in service and unable to perform the duties of his old position, he is entitled to be restored to another position.
6. If he applies for reemployment within 90 days after he is relieved from military training and service or from hospitalization continuing after discharge for a period of not more than one year.
7. If such position is in the employ of a private employer, the employer's circumstances is not so changed as to make it impossible or unreasonable to reinstate the veteran to such position or to a position of like seniority and status of pay.

According to Robert K. Salyers, Director of the Bureau of Veterans' Reemployment Rights, it is not legally necessary for employees to notify their employers when they leave jobs to enter the armed forces, but it would avoid misunderstandings and expedite

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reemployment if they did so. He also stated that although no persons are presently being drafted into the military services through the Selective Service System, the reemployment rights of enlistees or reservists who enter upon active duty in the armed forces will not be affected. Mr. Salyers pointed out that persons performing active duty in national guard components which are under state control are not covered by the reemployment provisions of the Selective Service Act of 1948. There are two kinds of national guards, first, the National Guard of United States, which is a part of

the Army of the United States, and, second, the State National Guard, under the control of the several states. For members of either of the two branches of the national guard to be eligible for reemployment rights, they must enter upon active duty for training and service to qualify for such rights. Persons who are reemployed under the Act of 1948 cannot be discharged within one year without cause from the positions to which they were restored.

Misunderstandings or disputes may arise at times between the ex-serviceman and his former employer con-

cerning reinstatement or conditions of employment after reinstatement. The circumstances of both may have changed in many respects. Whether such changes are sufficient to deprive an ex-serviceman of the rights which Congress meant to confer must, in necessity, depend upon the facts in each case. Public Law 26, 80th Congress, vests reemployment functions under the Selective Training and Service Act of 1940 and related acts in the Secretary of Labor. He also has the function of rendering aid on employment problems to persons called to service under the Selective Service Act of 1948. These functions are exercised through the Bureau of Veterans Reemployment Rights. The Bureau assists ex-servicemen in obtaining reemployment rights to which they are entitled and furnishes information to employers relating to their responsibilities under the law.


Public Relations: The "You" In Your Business

(Continued from page 12)

Gay 90's) were looked upon with suspicion by the average citizen. Civic and social responsibilities hung lightly on the shoulders of management. Changing the vicious order of that day—and the policies of some of the giants who ruled these business and industrial empires—was one of the early notable triumphs of public relations.

Both business and industry go to great lengths today to keep their publics informed about what they are doing and they do it truthfully and modestly. Their relations with other factors in their fields are unusually cordial and cooperative. Many great national trade associations, created and supported by individual firms, are rendering important services to the country and building widespread good will for their groups. Both business and industry, also, are sincere and generous participants in the civic and social concerns of the communities in which they operate. It may be said of a large number that they have assumed the burden of these responsibilities, and the obligations they entail.

To meet the changing patterns of commerce, business, with the aid of public relations, has been altering its policies to further humanize its various operations. The new policies and procedures have been devised and



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to be completely flexible and therefore readily applicable to current conditions or problems, as alert public relations might suggest. These are among the early steps in the process by which business has been putting its house in order—to keep abreast of the times.

Until a business is willing to probe into its secret recesses and uncover its real problems, efforts at building good will are likely to be unavailing. And only when it reaches that state of mind where it can admit its faults and want to correct them, will business find its real spirit. It is in this spirit that business turns hopefully, confidently and humbly to the uplifting task of deserving public approval and public trust.

All business is conducted to make profits, to be sure. It can render neither an economic or social service unless it does. But profit-making can not be the only objective. The nobler incentive of business as a whole is to make available products and/or services which contribute to the well being of all—and keep all workers gainfully employed. Real progress is being made in that direction, and good public relations may justly claim credit for most of it.

Because public relations is a profession which employs many tools and techniques, too frequently the emphasis is placed on the tools rather than the skill with which they are utilized. Surely in no other field is skill so consistently minimized and undervalued. Still the fact remains (so far as is known) that no important company which has undertaken responsible public relations operations has been able to set them aside, even in the trial and error stage of inquiry, their indispensibility to management became apparent so swiftly.

Able public relations practitioners have sprung from many occupations. But all must have had the kind of experience, in and out of business, that adds up to sound judgment of values, an ability to spot the bogus wherever it appears and a sense of the fitness of things. By common consent the public relations man usually is well equipped who has won his spurs in journalism, knows something of law and economics, merchandising, advertising, a lot about politics; and, above all, who knows human behavior. These men are not miracle makers, however. They do not take rabbits out of crushable opera hats, and they do not guess.

Whatever their task, they set their targets when the facts are known. They seek these facts through detailed studies, probings and surveys, and prepare management to face unpleasant truths—if and when they are disclosed—realistically, honestly and graciously. They deal in truths.

Of such is public relations. It is that part of the executive function which, acting as navigator, helps to chart a proper and safe course for business. Its functions are integrated into the entire fabric of business.

If, then, public relations, considered as a profession, lacks specific criteria and recognized standards, it has been responsible, nevertheless, for the most sweeping reforms business ever has experienced. In little less than a third-of-a-century—and since the trust-busting days of the doughty T.R.—the "public be damned" attitude of business has vanished. In its place has come a genuinely friendly attitude and a respectful recognition of human dignity and decency by a large section of big business and small. This is but one among the many proud achievements wrought by the logic and magic of public relations.

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A Basis for Equipment Replacement*

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Replacement of old but satisfactory equipment by modern equipment may be feasible because of the resultant cost savings in production. These are only a few of the situations in which management is called upon to make decisions regarding equipment replacement, yet a recent survey of some 200 manufacturers in the East showed a very small percentage of concerns having a definite, clear-cut policy to guide their decisions in this respect.

A sound approach to formulation of equipment replacement policy must be, first, recognition that the basic

* This month's contribution was prepared by Richard M. Story, Jr., Assistant Professor of Industry.

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fundamental involved is that of alternatives. The alternative usually that of keeping present equipment or buying new equipment, which of two or more types of equipment to buy. Or, to put other words, management is confronted with the problem of finding that equipment which will factorily meet its quality and quantity requirements in the most economical manner.

To decide whether this equipment or that equipment should be replaced, management should not rely on guesses or snap judgments. The basis for decision should be a comprehensive study, following the scientific procedure of gathering the data, analysing the data, comparing the data, and drawing conclusions.

An equipment replacement study should attempt to express in most terms wherever possible, all the relevant factors involved in producing a product by one of two or more alternatives. However, it must be recognized that a study of this type is to a large degree upon estimates and assumptions of future economic and social conditions, and therefore numerical answers are not in themselves the final answer but must be studied by management in connection with those "irreducible facts" which are incapable of expression in terms of dollars and cents.

Like the chain which is as strong as its weakest link, the equipment replacement study is only as reliable as the estimates upon which it must be based. Each industrial organization should have strict codes to which it should adhere in estimating and comparing for equipment replacement studies. These codes, of course, will vary from company to company because of degrees of conservatism and local situations. However, certain overall principles must govern. These principles are:

1. Estimates and comparisons of equipment replacement should be based on average annual cost over a period for which the cost was experienced.
2. All estimates should be for comparable services. For example, a new machine is being considered for installation which will give greater capacity than the adequate old one, the

that of choice alternative is present equipment, or types of new to put it in nt is basically olem of select- ich will satis- y and quantity st economical

his equipment uld be chosen ne should be ould not rely gments. There decision. This ld be a com- ing the scien- ring the data, aring the rele- conclusions.

ecement study ss in monetary e, all the rele- n producing a or more alter- ust be recog- s type is based estimates and economic and therefore the not in them- but must be t in conjunc- ucible factors" expression in ats.

h is as strong equipment re- y as reliable as ich it must be l organization to which those and computing eement studies des, of course, y to company, f conservatism owever, certain govern. Briefly,

comparisons when- uld be based on cost over the the cost will be

uld be for com- For example, if s being consid- on which would acity than an e, the excess

capacity would be an "irreducible factor" favoring the new equipment, but there is no economy from excess capacity when no increase in capacity is required.

3. No saving in money should be estimated or claimed for indirect labor, floor space released, or any other item listed as a present cost unless the saving can be proven. Many companies for accounting purposes use empirical methods of distributing overhead expenses as a percentage of some direct expense such as labor or material. However, even though a new machine may reduce the base—such as direct labor—there is not necessarily a reduction in actual overhead, and, until a saving can be determined and proved, none should be claimed.
4. Capital recovery (depreciation and interest) cost estimates should be based upon the specific conditions surrounding the equipment in question. In the case of a proposed new asset, for instance, the life (capital recovery period) must be estimated with due regard for the dangers of obsolescence which might shorten considerably the time during which the company can recover its investment.

In the case of an old asset, the present net realizable value of the equipment should be used as a base for capital recovery cost estimates even though the book value might be higher or lower than this figure. In the case of both the old or proposed new equipment capital recovery cost estimates should take into account an interest rate sufficiently higher than the cost of capital to compensate for the risk involved in the particular operation and in the proposed investment.

5. The cost of taxes and insurance should be estimated conservatively because of the possibilities of increases in tax and insurance rates in valuation. Therefore estimators should arrive at an average rate covering the life of the equipment in question and apply the rate to the book value of existing equipment, or first cost, in the case of proposed new equipment.

When all costs have been estimated in accordance with the principles out-

Alternative 1

Annual Costs

Depreciation
Interest
Maintenance
Insurance
Taxes
Labor
Material
Operation
Etc.
Total


Alternative 2

lined above, they may be presented for analysis in a tabular form such as this:

With this tabulation in its hands, management has a picture of the comparative average annual costs of the alternatives in dollars and cents which, together with a consideration of the "irreducible factors" (such as surplus

capacity of new equipment, contemplated further development or improvement in available equipment, or limited funds available for capital expenditure) will enable it to eliminate guesses and snap judgments and arrive at reliable equipment replacement decisions.

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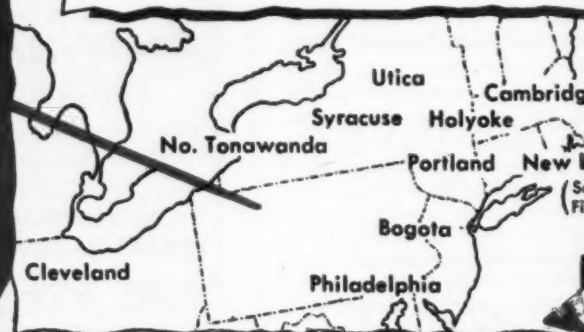
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The Settlement of Federal Tax Cases

II. Outline of Settlement Procedure

(Part II of a series of two articles)

IN Part I of this series of articles, published in last month's issue of this magazine, the discussion dealt with the general considerations involved in the approach to settlement and concluded with three items of advice:

1. An inclination to settle the case must be present;
2. Representatives of the Internal Revenue Bureau should never be underrated, and
3. When employing counsel to present a tax case before the Bureau, employ a lawyer or C.P.A. known for his integrity and for his experience in the field of federal taxes.

In this concluding article are presented the various aspects of settlement procedure.

Settlement tactics should begin with the appearance of the field revenue agent at the taxpayer's place of business. As he examines the tax return in the light of the books and other records kept by the taxpayer, he usually asks questions. They should be answered truthfully and willingly. If any doubt arises as to the propriety of an examiner's request for information, it should be submitted immediately to an officer of the company, or by him to counsel, for decision. It is best to give the revenue agent what he wants unless his request is obviously impertinent, and even then a refusal should be accompanied by a courteous and responsive explanation. When his examination is finished, the revenue agent generally explains to the taxpayer the nature of the adjustments in tax liability that he proposes to make and he notes the position the taxpayer indicates it will take. Many times, however, the settlement of

minor issues occurs during the course of a field examination. The revenue agent writes up a report in detail, partly confidential and partly for exhibition to the taxpayer. If his superiors agree with his report, the points settled in the field are set at rest and the disputed points as he presents them furnish the basis for succeeding negotiations.

The report sent to the taxpayer gives the latter 30 days in which to agree or to file a protest and ask for a hearing before a conferee in the office of the internal revenue agent in charge. Generally speaking, it is a mistake to file a protest in skeleton form; it should state the case fully and convincingly, as to both the facts and the law. The element of surprise gains little or nothing in dealing with revenue conferees. In the actual conference, a strong effort should be made to convince the conferee of the correctness and equity of the taxpayer's position; and openings should be sought for the injection of settlement suggestions. Revenue agents cannot horse-trade in terms of the dollar amount of tax deficiency asserted. Settlement proposals must be grounded in a logical approach to the problem. It should be remembered, too, that—at least technically, and usually in fact—the settlement proposal must originate with the taxpayer, not with the Bureau man.

A taxpayer can request that his case be forwarded to the Technical Staff, which provides for the next step in the settlement procedure. Here, the



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taxpayer generally encounters lawyers rather than accountants. The Staff men are empowered to go much further in their efforts to settle cases than are the conferees mentioned in the preceding paragraph. For example, as lawyers, they are not limited to accounting and factual problems but can resolve legal questions. The most striking thing about the Staff members is that they are trained to evaluate cases in percentage terms which express the government's chance of winning or losing in litigation. It is the job of the taxpayer's representative to lead the Staff man to accept the highest possible evaluation of the strength of the taxpayer's side of the case. In dealing with the Staff, settlement can be made in dollar amounts that express the approximate percentage evaluation of the chances of defeat or victory in court.

If it still is impossible to arrive at a satisfactory settlement, there are only two remaining alternatives: one, to pay the tax and then to file a claim for refund; the other, to file a petition with the Tax Court of the United States for review, i.e., a trial of the case. Settlement is possible after the petition is filed; indeed, many cases do not get to the Technical Staff until they have been docketed in the Tax Court. But whether or not the case previously has been heard by the Staff, efforts should and can be made looking toward settlement at all times until the trial is concluded. The claim for refund lays the basis for a suit for refund in a Federal District Court or in the Court of Claims. Even in the case of claims and suits for refund, settlement is possible at any time until conclusion of the trial.

The government is just as interested in settlement as is the taxpayer—may be much more so. A taxpayer may never have embarked on a trial of a tax case in its business history, and it may decide to go ahead with litigation on a "what have we got to lose?" basis. But the government must keep the number of litigated cases within the bounds of the courts' capacity to handle them.

One final word of caution to company accountants and management: Take a long-headed view of the deductions claimed against gross income. Do not claim everything in sight in every year without first considering whether a lesser deduction in one year may bring a greater eventual tax benefit by being spread over later years when the taxable income may be larger or the tax rates may be higher.

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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

THE May index of general business activity in Connecticut fell off 5 percentage points to an estimated 8% above normal, resulting in an overall drop of 30 points since the beginning of the year. Further loss in manufacturing employment and a corresponding reduction in total man-hours were largely responsible for this fifth consecutive monthly decline. Freight shipments and cotton mill activity were both down moderately from April levels whereas construction activity increased slightly for the first time this year. The United States index of Industrial activity has just been revised in order to reflect changes in basic data, seasonal analyses and trend line, and as a result the current standing of 15% above normal is about ten points lower than it would have been under the former basis.

The index of manhours worked in Connecticut factories is estimated at 13% above normal in May, a decline of six points from the preceding month. The present level is the lowest

since May 1940, being about 12 points under the post-war readjustment period low recorded in the early months of 1946. In May the manhour loss was due almost entirely to the reduction in number of persons employed, since average hours worked per employee reflected an increase from 36.4 in April to 37.9. Because of the gain in hours worked average weekly earnings rose from \$50.02 to \$51.74, despite a drop from \$1.38 to \$1.36 in basic hourly earnings.

During recent months significant changes have taken place in the relationship of wages to the cost of living. Total and basic wages for both male and female workers increased steadily throughout 1948 whereas the cost of living reached its peak in the third quarter and then fell off somewhat in the latter months of that year. In the first quarter of 1949 total wages for both male and female employees were reduced substantially as most industrial concerns eliminated overtime work and returned to more normal production

schedules. Average basic wages showed little change in the early months of this year with the male rates rising and female rates falling slightly. Cost of living, in the meantime, continued its downward trend as a buyers market proceeded to replace the sellers market of the past several years. Although only partial figures are available for the second quarter of 1949, the trends established in the preceding months appear to be continuing although perhaps to a somewhat lesser degree.

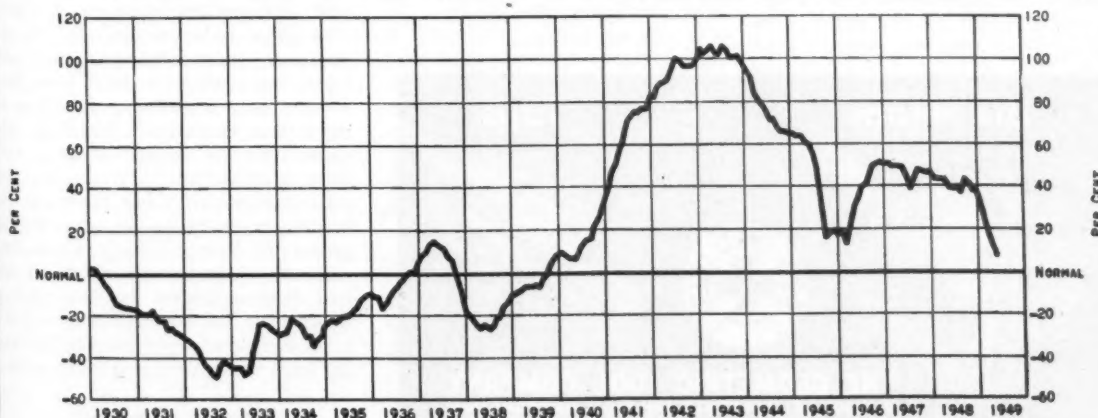
In May the index of manufacturing employment in Connecticut declined for the eighth consecutive month to 16% above normal. The employment index has fallen off approximately four percentage points in each of the last four months and is now at a level comparable with that of mid-1940 and lower than any time since then except for the early post-war months.

According to the State Department of Labor's monthly report, total non-agricultural employment slumped 12,000 to 709,000 between April and May, a drop of 14,000 in manufacturing being partially off-set by a gain of 2,000 in non-manufacturing employment. Non-manufacturing at 369,000 now exceeds manufacturing employment by 29,000 and represents 52% of the total. The current losses occurred principally in metal, machinery and equipment industries while the only noticeable gain was in the construction field.

Unemployment continued to rise as indicated by the number of jobless claimants for unemployment insurance

(Continued on page 39)

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



SUGGESTIONS FOR THE AD MAN

Contributed by the Industrial Advertising and Marketing Council, the Western New England Chapter of the National Advertisers Association

Functions of An Advertising Agency

By F. WALLACE PRELLE

President, The F. W. Prella Co., Advertising Agency

UNDER the present changing economic conditions, industrial advertisers are rapidly dividing themselves into two classes . . . those who think that advertising is an expense and those who know that, properly planned, it is an investment.

There are two major causes for this marked division of opinions. The first is the attitude of the persons responsible for the advertising budget and its use. The second is the quality of the advertising services they presently employ or have employed in the past. It can readily be seen that one is often dependent upon the other and that there is direct relation between the productiveness of advertising and the expense-investment attitude of the persons who use it.

Except for a relatively few subcontract firms, most industrial concerns have two major goals, the manufacture of the products and the pro-

duction of customers for those products. In the first case, a generous and continuous program of capital investment in tools is required to make the goods, and these tools are carefully chosen for their abilities to produce more and better goods, faster and at lowest cost. These tools are tangible, and when the facts are shown to the person responsible for the expenditure for these tools, the money is, in the majority of cases, forthcoming.

In the second case, the production of customers, the tools are not so tangible, the results in the short term, at least, are seldom tangible and in the minds of such factualists as comptrollers, and engineers any major expenditure for intangible results is of questionable value. This understandable attitude occasionally spreads into the company's entire thinking on sales promotion. When this occurs, the next, and logical, step is to secure the

services of an advertising man and/or an agency on a cost basis rather than on the ability to deliver the goods . . . into the hands of the customer. It is fortunate that this happens occasionally and unfortunately when it does happen. The problem, then, is to evaluate and buy customer production tools on a comparable basis with which product-production tools are chosen. This objective can be achieved only in the basic elements in an article of restricted length.

As a major premise, I ask you to accept the fact that all advertising agencies are not alike in their abilities and facilities any more than all industrial concerns are alike in similar respects.

With this premise accepted, let us look at the whole sales promotion picture from the standpoint of what you want . . . and what is more important, what you need. This distinction is made because it is based upon one of the most important qualifications a good Advertising Agency should bring to you.

The Outside Viewpoint

Glen Frank has said "The advertising man is a liaison between the products of business and the minds of the nation. He must know both before he can serve either." Perhaps that is a good indication of the outside viewpoint as can be given. Consequently it means that the advertising agency should properly consider itself a part of your company and work for you and in your interests, pooling its present and past outside experiences gained on all of its accounts for your benefit. In addition, the agency should do the "hat trick"—put on the hat and go out where the goods are sold and get the unbiased opinion that often find new markets for products—discover product improvements—or just get the basic facts to develop new sales slants and increase the sale of your goods. Naturally the amount of this market analysis will depend upon the size and scope of your business . . . but even on the smallest accounts, it can mean highly productive facts . . . facts, which cause they require extra effort, and are too often unknown by the agency which feels that economy is more important than sales results. This distinction leads to our next important point.

Breadth of Service

The components of your advertising



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ing and sales-promotion program should all be planned together to work together to achieve maximum impact, and maximum sales. In other words, your agency should, in the majority of cases, plan and produce your sales promotion materials in addition to your 15% commissionable space. The reason is obvious. The same minds and the same facilities producing all, will add a unity to your efforts, impossible to attain in any other way. (It might be mentioned that too many manufacturers depend upon publication space or some other one means to do the whole promotion job.) Undoubtedly, in the majority of cases, additional means would increase the program's sales-effectiveness out of all proportion to its cost. An old definition says, "Advertising moves people towards goods . . . promotion moves goods towards people." Industrial selling requires both. If you agree, *check your agency's ability to deliver the whole "sales-promotion machine", not just one or two of the parts.* The "machine" itself should of course be planned to close tolerances to give the best results. This leads to our third agency qualification—

Quality of Service

This element can be judged in two ways. The first gauge is an honest appraisal of the work the agency has done in the past for you and its other clients, based upon the work itself and the tangible sales result. The other, is the challenge offered by some current selling problem. Quality of service also depends to a large extent upon selecting an agency of the right size . . . and such selection is one point when good judgment really pays off! At one end of the scale an agency should be large enough to give you any phase of sales promotion help that you can conceivably need. At the other extreme, the agency should not be too large, for a very good reason, and that reason is human nature. You will seldom get, and it is unwise to expect, top agency talent on your account if you select an agency in which your account is a minor one. For thorough all-around service and results, choose the agency which is large enough to do the work, but small enough to make your account an important account.

You should, by all means, know what the agency's facilities are, and how well they are organized. For, as

in your business, efficient work only comes with sound planning and good organization within the advertising agency.

When inquiring into the facilities of the agency, you should also have a mutual agreement upon financial matters. A well-run agency will be able and willing to tell you how its charges are figured on both space and production items. The agency should be sound financially, able to, and making a practice of discounting all its bills. It should have a good D & B rating in proportion to its size. This is particularly important for new advertisers, who should become familiar with all phases of advertising as rapidly as possible.

Within the blueprint of your advertising you should expect your agency to render the following services:

Analyze your sales problems with a sense of sound business strategy and discover their true relationship with those of your competitor.

Recommend for your consideration a feasible plan for surpassing or at least attaining the objectives set. Based upon market analysis, this will include the media, supporting promotional materials needed and their proper application to your sales needs.

Prepare the necessary space advertising, promotional materials, publicity releases, etc. to make the accepted plan a success.

Produce these materials with two objectives in view. 1) Do them so well that they not only sell, but favorably reflect the quality of the products or services of your company. 2) Do this with a realization that they represent you, not only as an advertising agency but also as a purchasing agent . . . with a deep sense of responsibility toward your advertising budget.

Cooperate with your sales and advertising departments. This important point should be considered by clients who feel that effective advertising is produced by giving the agency a few facts and a picture or two. Actually many a good sales story has come from a trip which the account executive took around the factory, for any good advertising man includes among his abilities "*the nose for news*", and the most effective sales stories are often news.

It goes without saying that these are only the major features of an agency's services. A good agency has capable help within its staff to help you plan and prepare displays for trade shows; present your advertising promotion story to your sales force either verbally at a sales meeting, or in written presentation form; to get trade and other information which by its nature is difficult for a member of your company to get and in any one of a multitude of other ways which your own sales picture indicates and the agency's aggressiveness suggests.

Business Pattern

(Continued from page 37)

benefits filed with the State Department of Labor. Between May 14 and June 11 the number of claimants increased from 76,000 to 82,000. Since January approximately 16,000 have exhausted their benefits and are no longer eligible to file even though they may still be unemployed.

The index of freight shipments originating in 8 Connecticut cities fell off three points to 7% below normal in May. This is the second consecutive month in which the index has registered below the normal level, prior to that it had remained well above normal for a period of nine years.

A review of national railway operations in 1948 published recently by the Association of American Railroads points out some of the highlights of railroad activity during last year. The report states that marked progress was made in the railroad capital improvement program although it had to be accomplished at a relatively high price. Traffic continued in heavy volume, but somewhat below the level of 1947, with ton-miles of revenue freight being down 2.5% and revenue passenger miles lower by 10%. Railroad employment in 1948 was 2% less than in the preceding year and the average straight-time rate of pay increased about 12% to \$1.31 per hour. Despite the smaller volume of traffic, increased rates and fare levels produced higher net operating income resulting in a rate of return on net property investment of 4.4% compared with 3.4% in 1947.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may seek further information by writing this department.

(Advertiser's Name)

Accounting Forms Baker Goodyear Co The New Haven	Automotive Friction Fabrics Russell Mfg Co The Middletown	Blower Systems Colonial Blower Company Middletown
Accounting Machines Underwood Corporation Bridgeport	Automotive Parts Eis Manufacturing Co (Hydraulic and Mechanical) Middletown	Blueprints and Photostats Joseph Merritt & Co Hartford
Adding Machines Underwood Corporation Bridgeport	Automotive & Service Station Equipment Raybestos Div of Raybestos-Manhattan Inc The Bridgeport	Bolters Bigelow Co The New
Advertising Specialties H C Cook Co The 32 Beaver St Ansonia	Brake Service Machinery Raybestos Div of Raybestos-Manhattan Inc The Bridgeport	Bolts & Nuts Blake & Johnson Co The (nuts, machine bolts, stove) Waterbury
Aero Webbing Products Waterbury Companies Inc Waterbury	Automotive Tools Eis Manufacturing Company Middletown	Bolts & Nuts Clark Brothers Bolt Co Waterbury
Air Compressors Russell Mfg Co Middletown	Badges and Medals Waterbury Companies Inc Waterbury	Bottle Openers O K Tool Co Inc The (T-Slot) 33 Hull St
Air Conditioning Spencer Turbine Co The Hartford	Bakelite Moldings Watertown Mfg Co The Watertown	Bonderizing Clairglow Mfg Company
Air Impellers Norwalk Airconditioning Corp The (forced air heating units oil fired) South Norwalk	Balls Abbott Ball Co The (steel bearing and burnishing) Hartford	Leeds Electric and Mfg Co The
Aircraft The Torrington Manufacturing Co Torrington	Ball Bearings Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) Hartford	Box Board Lydall & Foulds Paper Co The
Aircraft Accessories Chance Vought Aircraft Division United Aircraft Corporation (airplanes) Stratford	Barrels Kilian Steel Ball Corp The Hartford	National Folding Box Co Inc
Aircraft Division Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport	Barrels Abbott Ball Co The (burnishing and tumbling) Hartford	New Haven Pulp & Board Co
Aircraft Accessories Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) West Hartford	Barrels Hartford Steel Ball Co The (tumbling) Hartford	Robertson Paper Box Co
Aircraft Electrical Testing Equipment Warren McArthur Corp (Airplane Seatings) Bantam	Bathroom Accessories Autoyre Company The Oakville	Boxes Clairglow Mfg Company (metal)
Aircraft—Repair & Overhaul United Manufacturing Co Div United Advertising Corp New Haven	Bath Tubs Charles Parker Co The Meriden	Folding Cartons Incorporated (paper, foil)
Aircraft—Repair & Overhaul Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford	Bearings Dextone Company New Haven	Merriam Mfg Co (steel cash, bond, fitted tool and tackle boxes)
Aircraft Tubes United Airports Div United Aircraft Corp Rentschler Field East Hartford	Bearings Fafnir Bearing Co (ball) New Britain	Robert Gair Co corrugated and solid shipping containers)
Air Ducts American Tube Bending Co Inc New Haven	Bearings New Departure Div of General Motors (ball) Bristol	Boxes & Crates City Lumber Co of Bridgeport Inc The
Airplanes Wiremold Co The (Retractable) Hartford	Bellows Norma-Hoffmann Bearings Corp (ball and roller) Stamford	Boxes—Paper—Folding Atlantic Carton Corp
Aluminum Castings Chance-Vought Aircraft Div United Aircraft Corp Stratford	Bellows Bridgeport Thermostat Company Inc (metallic) Bridgeport	Bridgeport Paper Box Co
Aluminum Forgings Eastern Malleable Iron Company The Naugatuck	Bellows Shaft Seal Assemblies Bridgeport Thermostat Company Inc Bridgeport	Carpenter-Hayes Paper Box Co Inc The East H
Aluminum Ingots Newton-New Haven Co. 688 Third Avenue West Haven	Bells Bevin Brothers Mfg Co. East Hampton	M S Dowd Carton Co
Aluminum Lasts Lapides Metals Corp New Haven	Belt Fasteners Gong Bell Co The East Hampton	National Folding Box Co Inc (paper)
Aluminum Sheets & Coils Shoe Hardware Div U S Rubber Company Waterbury	Belt Fasteners Gaynor Electric Company Inc (and buzzers) Bridgeport	New Haven Pulp & Board Co The New
Ammunition United Smelting & Aluminum Co Inc New Haven	Belt Fasteners N N Hill Brass Co The East Hampton	Robertson Paper Box Co
Anodizing Remington Arms Co Inc and Peters Cartridge Div Bridgeport	Belt Fasteners Bristol Company The Waterbury	Robert Gair Co
Apparel Fabrics—Woolen & Worsted Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Belt Fasteners Saling Manufacturing Company (patented self-aligning) Unionville	S Curtis & Son Inc
Artificial Leather Conn Metal Finishing Co. Hamden	Belt Fasteners Hartford Belting Co Hartford	Warner Brothers Company The Sand
Asbestos Broad Brook Company Broad Brook	Belt Fasteners Russell Mfg Co The Middletown	Boxes—Paper—Setup Bridgeport Paper Box Co
Asbestos & Rubber Packing Zapon Div Atlas Powder Co Stamford	Belt Fasteners Thames Belting Co The Norwich	Heminway Corporation The
Asbestos & Rubber Packing Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown	Belt Fasteners Charles Parker Co The (piano) Meriden	Strouse Adler Company The New
Asbestos & Rubber Packing Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) Bridgeport	Belt Fasteners Charles Parker Co The (piano) Meriden	Braided Fiberglass Slewing
Asbestos & Rubber Packing Colt's Manufacturing Company Hartford	Belt Fasteners Charles Parker Co The (piano) Meriden	Brake Cables Ansonia O & C Co
Assemblies—Small Grcist Manufacturing Co The New Haven	Belt Fasteners Charles Parker Co The (piano) Meriden	Brake Linings Eis Manufacturing Co
Automatic Control Instruments Han-Dee Spring and Manufacturing Co The (Small) Hartford	Belt Fasteners Charles Parker Co The (piano) Meriden	Brake Service Parts Raybestos Div of Raybestos-Manhattan (automotive and industrial) Bridgeport
Automobile Accessories Wallace Barnes Co The Div Associated Spring Corp Bristol	Belt Fasteners Charles Parker Co The (piano) Meriden	Brass & Bronze Russell Mfg Co The
Auto Cable Housing Wiremold Company The Hartford	Belt Fasteners Charles Parker Co The (piano) Meriden	Brake Service Parts American Brass Co The (sheet, wire tubes) Waterbury
Automatic Control Instruments Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury	Belt Fasteners Charles Parker Co The (piano) Meriden	Brass & Bronze Bristol Brass Corp The (sheet, wire, tubes) Waterbury
Automobile Accessories Kilborn-Sauer Company (lights and other accessories) Fairfield	Belt Fasteners Charles Parker Co The (piano) Meriden	Brass & Bronze Chase Brass & Copper Co
Automobile Accessories Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) Bridgeport	Belt Fasteners Charles Parker Co The (piano) Meriden	Brass & Bronze Miller Company The (phosphor bronze a in sheets, strips, rolls) Waterbury
		Brass & Bronze Plume & Atwood Mfg Co The (sheet rod) Waterbury
		Brass Goods Scovill Manufacturing Company Waterbury
		Brass & Bronze Ingot Metal Thinsheet Metals Co The (sheets and wire) Waterbury
		Brass & Bronze Plume & Atwood Mfg Co The (to or W) Waterbury
		Brass Goods Rostand Mfg Co The (Ecclesiastical Wares) Waterbury
		Brass Mill Products Scovill Manufacturing Company (to or Waterbury)
		Brass & Bronze Winchester Repeating Arms Company Olin Industries Inc New
		Brass & Bronze Bridgeport Brass Co
		Brass & Bronze Chase Brass & Copper Co
		Brass & Bronze Plume & Atwood Mfg Co The
		Brass & Bronze Scovill Manufacturing Company Waterbury

in Connecticut
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Middletown
Hartford
New Haven
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(Adv.)

IT'S MADE IN CONNECTICUT

Brass Stencils—Interchangeable

Fletcher Terry Co The Box 415, Forestville

Brass Wall Plates Bridgeport

Gaynor Electric Company Inc **Brick-Building**

Donnelly Brick Co The **Bricks—Fire** New Britain

Howard Company **Bright Wire Goods** New Haven

Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven

Broaching Hartford Special Machinery Co The Hartford

Brooms—Brushes Fuller Brush Co The Hartford

Buckles B Schwanda & Sons Staffordville

G E Prentice Mfg Co The Kensington

Hatheway Mfg Co The (Dee Rings) Bridgeport

Hawie Mfg Co The Bridgeport

John M Russell Mfg Co Inc Naugatuck

North & Judd Manufacturing Co New Britain

Patent Button Co The Waterbury

Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury

Buffing Compounds Roberts Rouge Co The Stratford

Buffing & Polishing Compositions Apothecaries Hall Co Waterbury

Lea Mfg Co Waterbury

Buffing Wheels Williamsville Buff Div The Bullard Clark Company Danielson

Burners Plume & Atwood Mfg Co The (kerosene oil lighting) Waterbury

Buttons B Schwanda & Sons Staffordville

Colt's Manufacturing Company Hartford

L C White Company The Waterbury

Frank Parizek Manufacturing Co The West Willington

Patent Button Co The Waterbury

Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91

Cabinets Charles Parker Co The (medicine) Meriden

Cabinet Work Hartford Builders Finish Co Hartford

Cable—Asbestos Insulated Rockbestos Products Corp New Haven

Cable—BX Armored General Electric Company Bridgeport

Cable—Nonmetallic Sheath General Electric Company Bridgeport

Cable—Service Entrance General Electric Company Bridgeport

Cages Andrew B Hendryx Co The (bird and animal) New Haven

Cams Hartford Special Machinery Co The Hartford

Rowbottom Machine Company Inc Waterbury

Canvas Products F B Skiff Inc Hartford

Capacitors Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

Card Clothing Standard Card Clothing Co The (for textile mills) Stafford Springs

Carpenter's Tools Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises) New Haven

Carpets and Rugs Bigelow-Sanford Carpet Co Thompsonville

Casket Trimmings Bridgeport Casket Hardware Co The Bridgeport

Casters Bassick Company The (Industrial and General) Bridgeport

Casters—Industrial George P Clark Co Windsor Locks

Castings Bradley & Hubbard Mfg Co The (gray iron, brass, bronze, aluminum) Meriden

Connecticut Malleable Castings Co (malleable iron castings) New Haven

Charles Parker Co The (gray iron) Meriden

Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck

Gillette-Vibber The (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London

John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck

Castings (continued)

Malleable Iron Fittings Co (malleable iron and steel) Branford

McLagon Foundry Co (gray iron) New Haven

Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven

Philbrick-Booth & Spencer Inc (gray iron) Hartford

Scovill Manufacturing Company (Brass & Bronze) Waterbury 91

Sessions Foundry Co The (gray-iron) Bristol

Union Mfg Co (gray iron & semi steel) New Britain

Waterbury Foundry Company The (highway & sash weights) Waterbury

Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

Castings—Permanent Mould Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden

Chain John M Russell Mfg Co Inc Naugatuck

Chain—Welded and Weldless Bridgeport Chain & Mfg Co Bridgeport

Chain—Bead Bead Chain Mfg Co The Bridgeport

Chartered Coach Service Connecticut Company The (excursions a specialty) New Haven

Chemicals American Cynamid & Chemical Corp Waterbury

Apothecaries Hall Co Waterbury

Edcan Laboratories South Norwalk

Macalaster Bicknell Company New Haven

MacDermid Incorporated Waterbury

Naugatuck Chemical Division United States Rubber Co Naugatuck

Pfizer & Co Inc Chas Groton

Chemicals—Agricultural Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) Naugatuck

Chemicals—Aromatic Naugatuck Chemical Division United States Rubber Co Naugatuck

Chromium Plating Chromium Corp of America Waterbury

Chromium Process Company The Shelton

Nutmeg Chrome Corporation Hartford

Chucks Cushman Chuck Co The Hartford

Chucks & Face Plate Jaws Union Mfg Co New Britain

Chucks—Power Operated Cushman Chuck Co The Hartford

Clay Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds MacDermid Incorporated Waterbury

Clock Mechanisms Lux Clock Mfg Co The Waterbury

Clocks E Ingraham Co The Bristol

Seth Thomas Clocks Thomaston

United States Time Corporation The Waterbury

Clocks—Alarm Lux Clock Mfg Co The Waterbury

New Haven Clock and Watch Co The (spring & electric) New Haven

William L Gilbert Clock Corporation The Winsted

Clocks—Automatic Cooking Lux Clock Mfg Co The Waterbury

Clutches Snow-Nabstedt Gear Corp The New Haven

Clutch Facings Russell Mfg Co The Middletown

Clutch—Friction Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic) Bridgeport

Coffee Makers General Electric Company Bridgeport

Colls—Pipe or Tube National Pipe Bending Co The New Haven

Whitlock Manufacturing Co The Hartford

Waterbury Companies Inc Waterbury

Commercial Heat Treating A F Holden Company The 52 Richard St West Haven

Compressors Norwalk Company Inc (high pressure air and gas) South Norwalk

Concrete Products Plasticrete Corp Hamden

Cones

Sonoco Products Co (Climax-Lowell Div) Mystic

Consulting Engineers Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford

Contract Machining Malleable Iron Fittings Company Branford

Contract Manufacturers Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven

Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham

Plume & Atwood Mfg Co The (metal parts & assemblies) Waterbury

Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury 91

Controllers Bristol Company The Waterbury

Manning Maxwell & Moore Inc Bridgeport

Conveyor Systems Leeds Electric and Mfg Co The Hartford

Copper American Brass Corp The (sheet, wire, rods, tubes) Waterbury

Bristol Brass Corp The (sheet) Bristol

Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury

Thinsheet Metals Co The (sheets and rolls) Waterbury

Copper Sheets New Haven Copper Co The Seymour

Copper Shingles New Haven Copper Co The Seymour

Copper Water Tube Bridgeport Brass Co Bridgeport

Cords—Asbestos General Electric Company Bridgeport

Cords—Braided General Electric Company Bridgeport

Cords—Heater General Electric Company Bridgeport

Cords—Portable General Electric Company Bridgeport

Cord Sets General Electric Company Bridgeport

Cork Cots Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers Danbury Square Box Co The Danbury

Corrugated Shipping Cases Connecticut Corrugated Box Div Robert Gair Co Inc Portland

D L & D Container Corp 87 Shelton Ave New Haven

Cosmetic Containers Eyelet Specialty Co The Waterbury

Plume & Atwood Mfg Co The (metal) Waterbury

Cosmetics J B Williams Co The Glastonbury

Northam Warren Corporation Stamford

Cotton Yarn Floyd Cranska Co The Moosup

Counting Devices Veeder-Root Inc Hartford

Cut Stone Dextone Co The New Haven

Cutters Barnes Tool Company The (pipe cutters, hand) New Haven

O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton

Standard Machinery Co The (rotary board, single and duplex) Mystic

Delayed Action Mechanism M H Rhodes Inc Hartford

R W Cramer Company Inc The Centerbrook

Diamonds—Industrial Diamond Tool and Die Works Hartford

Dictating Machines Dictaphone Corporation Bridgeport

Gray Manufacturing Company The Hartford

Soundscriber Corporation The New Haven

Die Castings Newton-New Haven Co Inc New Haven

Die Casting Dies ABA Tool & Engineering Co Manchester

Parker Stamp Works Inc The Hartford

Wiemann Bros Mfg Co The Derby

Die Castings (Aluminum & Zinc) Corbin Cabinet Lock Div American Hardware Corp New Britain

(Adv.)

Die-Heads—Self Opening Eastern Machine Screw Corp The Truman & Barclay Sts New Haven Geometric Tool Co The New Haven	Electric Wire Rockbestos Products Corp (asbestos insulated) New Haven	Fire Hose Fabrics Fire Hose (municipal and industrial) Sand
Dies Hoggson & Pettis Mfg Co The 141 Brewery St New Haven Parker Stamp Works Inc The (for plastics and die castings) Hartford	Electrical Circuit Breakers Federal Electric Products Co Inc Hartford Electrical Conduit Fittings & Grounding Gillette-Vibber Company The New London	Fireplace Goods American Windshield & Specialty Co 881 Boston Post Road John P Smith Co The (screens) 423-33 New
Dies and Die Sinking Consolidated Industries West Cheshire	Electrical Control Apparatus Federal Electric Products Co Inc Hartford Trumbull Electric Mfg Co The Plainville	Fireproof Floor Joists Dextone Co The New
Dish Washing Machines Colt's Manufacturing Company Hartford	Electrical Goods A C Gilbert Co New Haven	Fireworks M Backes' Sons Inc Wal
Disk Harrows Orkil Inc—Cutaway Harrow Division Higganum	Electrical Motors U S Electrical Motors Inc Milford	Fishing Tackle Bevin-Wilcox Line Co The (lines) East H
Displays Sawyer Display Corp Stamford	Electrical Recorders Bristol Co The Waterbury	H C Cook Co The 32 Beaver St
Door Closers P & F Corbin Division The American Hardware Corp New Britain Sargent & Company New Haven Yale & Towne Manufacturing Company The Stamford	Electrical Relays and Controls Allied Control Co Plantsville Electrical Wiring Systems Wiremold Co The Hartford	Horton Mfg Co The (reels, rods, lines) Jim Harvey Div Local Industries Inc lures)
Dowel Pins Allen Manufacturing Co The Hartford	Electronics Crystal Research Laboratories Inc Hartford Gray Manufacturing Company The Hartford Ripley Co Middletown	Flashlights Winchester Repeating Arms Company Olin Industries Inc New
Drafting Accessories Joseph Merritt & Co Hartford	Electroplating National Sherardizing & Machine Co Hartford Waterbury Plating Company Waterbury	Flashlights and Radio Batteries Winchester Repeating Arms Company Olin Industries Inc New
Drilling Machines Henry & Wright Manufacturing Company The (sensitive) Hartford	Electroplating—Equipment & Supplies Enthone Inc New Haven MacDermid Incorporated Waterbury	Floor & Ceiling Plates Beaton & Cadwell Mfg Co The New Gaynor Electric Company Inc Br
Drop Forgings Atwater Mfg Co Plantsville Blakelee Forging Co The Plantsville Bridgeport Hdwe Mfg Corp The Bridgeport Capewell Mfg Company Hartford Consolidated Industries West Cheshire Wilcox Crittenden & Co Inc Middletown	Electroplating Processes & Supplies United Chromium Incorporated Waterbury	Fluorescent Lighting Equipment Vanderman Manufacturing Co The Wil Wiremold Company The
Druggists' Rubber Sundries Seamless Rubber Company The New Haven	Electrotypes W T Barnum & Co Inc (all classes) New Haven	Food Mixers—Electric General Electric Company Br
Edged Tools Collins Co The (axes and other edged tools) Collinsville	Elevators Eastern Machinery Co The (passenger and freight) New Haven General Elevator Service Co Hartford	Forgings Clark Brothers Bolt Co Heppenthal Co (all kinds and shapes) Br Scovill Manufacturing Company (Non-Water)
Elastic Braid Ansonia O & C Co Ansonia	Enameling Conn Metal Finishing Co Hamden Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford Waterbury Plating Company Waterbury	Foundries Connecticut Malleable Castings Co (m iron castings) New Sessions Foundry Co The (iron) New Union Mfg Co (gray iron & semi steel) New
Elastic Webbing Ansonia O & C Co Ansonia Russell Mfg Co The Middletown	Enameling and Finishing Claireglow Mfg Co Portland	Wilcox Crittenden & Co Inc (iron, brass, num and bronze)
Electric Appliances General Electric Company Bridgeport	Engines Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford Wolverine Motor Works Inc (diesel stationary marine) Bridgeport	Foundry Riddles John P Smith Co The 423-33 Cl New
Electric Cables Rockbestos Products Corp (asbestos insulated) New Haven	Envelopes Curtis 1000 Inc Hartford United States Envelope Company, Division Hartford	Furnaces Norwalk Airconditioning Corp The (w oil fired) South W S Rockwell Company (Industrial) New
Electric Circuit Breakers Trumbull Electric Mfg Co The Plainville	Exhibits Sawyer Display Corp Stamford	Furnace Linings Mullite Refractories Co The
Electric—Commutators & Segments Cameron Elec Mfg Co The (rewinding motors) Ansonia	Extractors—Tap Walton Company The West Hartford	Furniture Pads Gilman Brothers Company The
Electric Cords Rockbestos Products Corp (asbestos insulated) New Haven	Eyelets L C White Company The Waterbury Platt Bros & Co The P O Box 1030 Waterbury Plume & Atwood Mfg Co The Waterbury Scovill Manufacturing Company Waterbury 91	Fuse Blocks Gregory Manufacturing Co Inc The New
Electric Eye Control United Cinephone Corporation Torrington	Eyelets, Ferrules and Wiring Terminals Waterbury Companies Inc Waterbury	Fuses—Plug and Cartridge General Electric Company Br
Electric Fixture Wire Rockbestos Products Corp (asbestos insulated) New Haven	Eyelet Machine Products Waterville Mfg Co The (size 15 machines only) Waterville	Gage Blocks Fonda Gage Company (Fonda lifetime and steel)
Electric Hand Irons Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted	Fancy Dress Buttons and Buckles Waterbury Companies Inc Waterbury	Galvanizing Malleable Iron Fittings Co Mi Wilcox Crittenden & Co Inc Mi
Electric Insulation Case Brothers Inc Manchester Rogers Corporation The Manchester	Fans—Electric General Electric Company Bridgeport	Galvanizing & Electrical Plating Gillette-Vibber Co The New
Electric Knife Switches Gregory Manufacturing Co Inc The New Haven	Fasteners—Slide & Snap G E Prentice Mfg Co The Kensington Scovill Manufacturing Company (Snap and slide fasteners) Waterbury 91	Gaskets Auburn Manufacturing Company The Mi materials) Raybestos Div of Raybestos-Manhattan B
Electric Lighting Fixtures Plume & Atwood Mfg Co The Waterbury	Felt Auburn Manufacturing Company The (mechanical, cut parts) Middletown	Gauges Bristol Co The (pressure and vacuum ing automatic control) W Fonda Gage Company (special) C Helicoid Gage Division American C Cable Co Inc (pressure and vacuum) B
Electrical Outlet and Switch Boxes, and Covers General Electric Company Bridgeport	Felt—All Purpose American Felt Co (Mills & Cutting Plant) Glenville Chas W House & Sons Inc (Mills & Cutting Plant) Unionville	Gears and Gear Cutting Hartford Special Machinery Co The
Electric Panel Boards Federal Electric Products Co Inc Hartford Trumbull Electric Mfg Co The Plainville	Fibre Board Case Brothers Inc Manchester C H Norton Co The North Westchester Rogers Corporation (Specialty) Manchester	Giftwares Waterbury Companies Inc W
Electric Safety Switches Federal Electric Products Co Inc Hartford Trumbull Electric Mfg Co The Plainville	File Cards Standard Card Clothing Co The Stafford Springs	Glass Blowing Macalaster Bicknell Company New Fletcher Terry Co The Box 415 F
Electric Signs United Advertising Corp New Haven	Film Spools Watkins Manufacturing Co Inc Milford	Golf Equipment Horton Mfg Co The (clubs, shafts, bal
Electric Specialties Gregory Manufacturing Co Inc The New Haven	Finger Nail Clippers H C Cook Co The 32 Beaver St Ansonia	Governors Pickering Governor Co The (speed r centrifugal, hydraulic)
Electric Time Controls R W Cramer Company Inc The Centerbrook	Firearms Colt's Manufacturing Company Hartford Remington Arms Company Inc Bridgeport Winchester Repeating Arms Company Division Olin Industries Inc New Haven	

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New Haven
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Company Division
New Haven
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- Electric**
Bridgeport
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Bridgport
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Waterbury 91
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New Haven
- (iron)
Bristol
- (semi steel)
New Britain
- (iron, brass, alumi-
Middletown
- des**
423-33 Chapel St
New Haven
- (nd, steel) Southport
- rp The (warm air
South Norwalk
Industrial) Fairfield
- ings**
Shelton
- ads**
The
Gilman
- ks**
Inc The
New Haven
- Cartridge**
Bridgeport
- ks**
nda lifetime-carbide
Stamford
- g**
Branford
- ical Plating**
Middletown
New London
- pany The (from all
Middletown
-Manhattan Inc The
Bridgeport
- and vacuum—record-
Waterbury
- (cial)
Stamford
- American Chain &
(nd vacuum)
Bridgeport
- Cutting**
y Co The Hartford
- ps
Waterbury
- ving**
ay
Box 415 Forestville
ment
- , shafts, balls, bags)
Bristol
- rs (speed regulating,
Portland
(Advt.)
- Greeting Cards**
A D Steinbach & Sons Inc New Haven
- Grinding**
Centerless Grinding Co Inc The (Precision
custom grinding; centerless, cylindrical, sur-
faces, internal and special)
19 Staples St Bridgeport
Hartford Special Machinery Co The (gears,
threads, cams and splines) Hartford
- Grinding Machines**
Rowbottom Machine Company Inc (cam)
Waterbury
- Grommets**
Plume & Atwood Mfg Co The Waterbury
- Hand Tools**
Bridgeport Hdwe Mfg Corp The (nail pullers,
scout axes, box opening tools, trowels, cop-
ing saws, putty knives) Bridgeport
James J Ryan Tool Works The (screwdrivers,
machinists' punches, cold chisels, scratch
aws and nail sets) Southington
- Hardware**
Bassick Company The (Automotive)) Bridgeport
P & F Corbin Division The American Hardware
Corp (Builders) New Britain
Sargent & Company New Haven
Wilcox Crittenden & Co Inc (marine heavy
and industrial) Middletown
Yale & Towne Manufacturing Company The
(builders) Stamford
- Hardware—Marine & Bus**
Rostand Mfg Co The Milford
- Hardware—Trailer Cabinet**
Excelsior Hardware Co The Stamford
- Hardware, Trunk & Luggage**
Corbin Cabinet Lock Div American Hardware
Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The
Stamford
- Hat Machinery**
Doran Bros Inc Danbury
Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made
for back, breast, and abdomen) New Haven
- Heat Exchangers**
Whitlock Manufacturing Co The Hartford
- Heat Treating**
A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The
1945 New Britain Ave Elmwood
Driscoll Wire Company The Shelton
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The
296 Homestead Ave Hartford
- Heat-Treating Equipment**
A F Holden Company The 52 Richard Street
West Haven (Main Plant)
Autotype Company The Oakville
Stanley P Rockwell Co Inc The (commercial)
296 Homestead Ave Hartford
Wallace Barnes Co The Div Associated Spring
Corp Bristol
- Heat Treating Salts and Compounds**
A F Holden Company The
52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport
- Heating Apparatus**
Miller Company The (domestic oil burners and
heating devices) Meriden
- Heavy Chemicals**
Naugatuck Chemical Division United States
Rubber Co (sulphuric, nitric and muriatic
acids and aniline oil) Naugatuck
- Hex-Socket Screws**
Bristol Company The Waterbury
- Highway Guard Rail Hardware**
Malleable Iron Fittings Co Branford
- Hinges**
Homer D Bronson Company Beacon Falls
Hobs and Hobblings
ABA Tool & Engineering Co Manchester
Union Mfg Company New Britain
- Home Laundry Equipment**
General Electric Company Bridgeport
- Hose Supporters**
Ansonia O & C Co Ansonia
- Hose Supporter Trimmings**
Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport
- Hospital Signal Systems**
Connecticut Telephone & Electric Division of
Great American Industries Inc Meriden
- Hot Water Heaters**
Petroleum Heat & Power Co (Instantaneous
domestic oil burner) Stamford
- Houseware Specialties**
Waterbury Companies Inc Waterbury
- Hydraulic Brake Fluids**
Eis Manufacturing Co Middletown
- Industrial Finishes**
Chemical Coatings Corporation Rocky Hill
United Chromium Incorporated Waterbury
Zapon Div Atlas Powder Co Stamford
- Industrial and Marking Tapes**
Seamless Rubber Company The New Haven
- Industrial Refrigeration**
Bowser Inc Refrigeration Division (Special-
ists) Terryville
- Infra-Red Equipment**
Leeds Electric and Mfg Co The Hartford
- Insecticides**
American Cyanamid & Chemical Corp Waterbury
Darworth Incorporated ("Coracide" DDT
Dispenser) Simsbury
- Insecticide Bomb**
Bridgeport Brass Company (Aer-a-sol) Bridgeport
- Insulated Wire Cords & Cable**
Kerite Insulated Wire & Cable Co Inc The
Seymour
- Instruments**
Bristol Company The Waterbury
J-B-T Instruments Inc (Electrical and Tem-
perature) New Haven
- Insulation**
Gilman Brothers Co The Gilman
- Insulating Refractories**
Mullite Refractories Co The Shelton
- Insulating Tape**
Ansonia O & C Co Ansonia
- Inter-Communications Equipment**
Connecticut Telephone & Electric Division of
Great American Industries Inc Meriden
- Interval Timers**
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford
- Ironing Machines—Electric**
General Electric Company Bridgeport
- Jacquard**
Case Brothers Inc Manchester
- Japanning**
J H Sessions & Son Bristol
- Jewelry Findings**
Waterbury Companies Inc Waterbury
- Jig Borer**
Moore Special Tool Co (Moore) Bridgeport
- Jig Grinder**
Moore Special Tool Co (Moore) Bridgeport
- Jointing**
Raybestos Div of Raybestos-Manhattan Inc The
(compressed sheet) Bridgeport
- Key Blanks**
Corbin Cabinet Lock Div American Hardware
Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The
Stamford
- Labels**
J & J Cash Inc (Woven) South Norwalk
Naukatuck Chemical Division United States
Rubber Co (for rubber articles) Naugatuck
- Label Moisteners**
Better Packages Inc Shelton
- Laboratory Equipment**
Bowser Inc Refrigeration Division
Terryville
New Haven
- Laboratory Supplies**
Macalaster Bicknell Company New Haven
- Lacquers & Synthetic Enamels**
Chemical Coatings Corporation Rocky Hill
Dagmar Chemical Company Inc Glenbrook
United Chromium Incorporated Waterbury
Zapon Div Atlas Powder Co Stamford
- Ladders**
A W Flint Co 196 Chapel St New Haven
- Lamps**
Plume & Atwood Mfg Co The (metal oil)
Waterbury
- Lampholders—Incandescent and Fluorescent**
General Electric Company Bridgeport
- Lamp Shades**
Verplex Company The Essex
- Lathe—Contin-U-Matic**
Bullard Company The (vertical multi-spindle-
continuous turning type) Bridgeport
- Lathe—30H Man-Au-Trol**
Bullard Company The (horizontal 3 spindle) Bridgeport
- Lathe—Multi-Au-Matic**
Bullard Company The (vertical multi-spindle-
indexing type) Bridgeport
- Lathe—Vertical Turret**
Bullard Company The (single spindle) Bridgeport
- Leather**
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury
- Geo A Shepard & Sons Co The (sheepskin,
shoe upper, garment, grain and suede) Bethel
Leather Dog Furnishings
Andrew B Hendryx Co The New Haven
- Leather Goods Trimmings**
G E Prentice Mfg Co The Kensington
- Leather, Mechanical**
Auburn Manufacturing Company The (pack-
ings, cubs, washers, etc) Middletown
- Letterheads**
Lehman Brothers Inc (designers, engravers,
lithographers) New Haven
- Lighting Accessories—Fluorescent**
General Electric Company Norfolk
- Lights—Trouble**
General Electric Company Bridgeport
- Lighting Equipment**
Miller Co The (Miller, Duplexalite, Ivanhoe)
Meriden
- Lithographing**
Kellogg & Bulkeley A Division of Connecti-
cut Printers Inc Hartford
New Haven Printing Company The New Haven
- Locks—Banks**
Yale & Towne Manufacturing Company The
Stamford
- Locks—Builders**
P & F Corbin Division The American Hard-
ware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The
Stamford
- Locks—Cabinet**
Corbin Cabinet Lock Div American Hardware
Corp New Britain
Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The
Stamford
- Locks—Special Purpose**
Yale & Towne Manufacturing Company The
Stamford
- Locks—Suit-Case and Trimmings**
Corbin Cabinet Lock Div American Hardware
Corp New Britain
Excelsior Hardware Co The Stamford
- Locks—Trunk**
Yale & Towne Manufacturing Company The
Stamford
- Excelsior Hardware Co The**
Stamford
- Yale & Towne Manufacturing Company The**
Stamford
- Locks—Zipper**
Excelsior Hardware Co The Stamford
- Loom—Non-Metallic**
Wiremold Company The Hartford
- Luggage Fabric**
Falls Company The Norwich
- Lumber & Millwork Products**
City Lumber Co of Bridgeport Inc Bridgeport
- Machinery**
Fenn Manufacturing Company The (Special)
Hartford
Globe Tapping Machine Company (dial type
drilling and tapping) Bridgeport
Hallden Machine Company The (mill)
Thomaston
Standard Machinery Co The (bookbinders)
Mystic
Torrington Manufacturing Co The (mill)
Torrington
- Machine Bases**
State Welding Co The (Fabricated Steel &
Salvage of Broken Castings) Hartford
- Machine Tools**
Bullard Company The Bridgeport
- Machine Work**
Coulter & McKenzie Machine Co The (Light
and heavy job and contract work) Bridgeport
Fenn Manufacturing Company The (precision
parts) Hartford
Grandahl Tool and Machine Company
Hartford
Hartford Special Machinery Co The (contract
work only) Hartford
National Sherardizing & Machine Co (job)
Hartford
Park Stamp Works Inc The (Special)
Hartford
Swan Tool & Machine Co The Hartford
Torrington Manufacturing Co The (special roll-
ing mill machinery)) Torrington
- Machines**
Campbell Machine Div American Chain & Cable
Co Inc (cutting & nibbling) Bridgeport
Coulter & McKenzie Machine Co The (Spe-
cial, new development engineering design
and construction) Bridgeport
(Advt.)

Machines (Continued)
 Patent Button Company The Waterbury
 Special Devices Inc (Special, new develop-
 ments, engineering design and construction) Berlin

Machines—Automatic
 A H Nilson Mach Co The (Special) Bridgeport

Machines—Automatic Chucking
 Bullard Company The Bridgeport
 New Britain-Gridley Machine Division
 The New Britain Machine Co (multiple
 spindle and double end) New Britain

Machines—Automatic Screw
 New Britain-Gridley Machine Division
 The New Britain Machine Co (single and
 multiple spindle) New Britain

Machines—Automatic Shaft Turning
 Bullard Company The (30H lathe—horizontal
 3 spindle) Bridgeport

Machines—Conveyor
 Bullard Company The (Bullard-Dunn rotary
 conveyor indexing type) Bridgeport

Machines—Conti-U-Matic
 Bullard Company The (vertical multi-spindle—
 continuous turning) Bridgeport

Machines—Drill Spacing
 Bullard Company The (Man-Au-Trol spacer—
 used in conjunction with radial drills) Bridgeport

Machines—Forming
 A H Nilson Mach Co The (four-slide wire
 and ribbon stock) Bridgeport

Machines—Multi-Au-Matic
 Bullard Company The Bridgeport

Machines—Paper Ruling
 John McAdams & Sons Inc Norwalk

Machines—Precision Boring
 New Britain-Gridley Machine Division
 The New Britain Machine Co New Britain

Machines—Slotting
 Waterbury Farrel Foundry & Machine Co
 The (screw head) Waterbury

Machines—Thread Rolling
 Waterbury Farrel Foundry & Machine Co
 The Waterbury

Machines—Well Drilling
 Consolidated Industries West Cheshire

Machinery—Bolt and Nut
 Waterbury Farrel Foundry & Machine Co
 The Waterbury

Machinery—Cold Heading
 Waterbury Farrel Foundry & Machine Co
 The Waterbury

Machinery Dealers & Rebuilders
 Botwinik Brothers New Haven
 J L Lucas and Son Fairfield

Machinery—Metal-Working
 Bristol Metal-working Equipment Hartford
 Waterbury Farrel Foundry & Machine Co
 The Waterbury

Machinery—Nut
 Waterbury Farrel Foundry & Machine Co
 The (forming and tapping) Waterbury

Machinery—Screw and Rivet
 Waterbury Farrel Foundry & Machine Co
 The Waterbury

Machinery—Wire Drawing
 Waterbury Farrel Foundry & Machine Co
 The Waterbury

Mail Boxes, Apartment & Residential
 Corbin Cabinet Lock Div American Hardware
 Corp New Britain

Mailing Machines
 Pitney-Bowes Inc Stamford

Manganese Bronze Ingot
 Whipple and Choate Company The Bridgeport

Marine Engines
 Kilborn-Sauer Company (running lights and
 searchlights) Fairfield
 Lathrop Engine Co The Mystic

Marine Equipment
 Wilcox Crittenden & Co Inc Middletown

Marine Reverse Gears
 Snow-Nabstedt Gear Corp The New Haven

Marking Devices
 Hoggson & Pettis Mfg Co The New Haven
 Park Stamp Works Inc The (steel) Hartford

Matrices
 W T Barnum & Co Inc New Haven

Mattresses
 Waterbury Mattress Co Waterbury

Mechanical Specialties
 Gregory Manufacturing Co Inc The New Haven

Mechanics Hand Tools
 Bridgeport Hdwe Mfg Corp The (screw drivers,
 wrenches, pliers, cold chisels, hammers, auto
 repair tools) Bridgeport

Metal Cleaners
 Apothecaries Hall Co Waterbury
 MacDermid Incorporated Waterbury

Metal Cleaning Machines
 Colt's Manufacturing Company Hartford
 Mitchell-Bradford Chemical Co Bridgeport
 United Chromium Incorporated Waterbury

Metal Finishing
 National Sherardizing & Machine Co Hartford
 Waterbury Plating Company Waterbury

Metalizing
 Conn Metal Finishing Co Hamden

Metal Novelities
 H C Cook Co The 32 Beaver St Ansonia

Metal Products
 State Welding Company The Hartford

Metal Products—Stampings
 J H Sessions & Son Bristol
 Scovill Manufacturing Company (Made-to-
 Order) Waterbury 91

Metal Specialties
 Excelsior Hardware Co The Stamford

Metal Stampings
 Autoyre Co The (Small) Oakville
 Bridgeport Chain & Mfg Co Bridgeport
 DooVal Tool & Mfg Inc The Naugatuck
 Excelsior Hardware Co The Stamford
 Grandahl Tool and Machine Company Hartford

Meters—Gas
 Greist Mfg Co The 503 Blake St New Haven
 Hayes Metal Stampings Inc Hartford
 H C Cook Co The 32 Beaver St Ansonia
 J A Otterbein Company The (metal fabrica-
 tions) Middletown

Meters—Parking
 J H Sessions & Son Bristol
 Patent Button Co The Waterbury
 G E Prentice Mfg Co The Kensington
 Plume & Atwood Mfg Co The Waterbury
 Saling Manufacturing Company Unionville
 Stanley Works The New Britain
 Swan Tool & Machine Co The Hartford
 Verplex Company The (Contract) Essex

Microscope—Measuring
 Sprague Meter Company Bridgeport

Milk Bottle Carriers
 Rhodes Inc M H Hartford
 Lundeborg Engineering Company Hartford
 John P Smith Co The 423-33 Chapel St
 New Haven

Millwork
 Hartford Builders Finish Co Hartford

Millboard
 Raybestos Div of Raybestos-Manhattan Inc The
 (asbestos) Bridgeport

Milling Machines
 Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies
 Wilcox Crittenden & Co Inc Middletown

Minute Minders
 Lux Clock Mfg Co The Waterbury

Mirror Rosettes and Hangers
 Waterbury Companies Inc Waterbury

Mixing Equipment
 Eastern Industries Inc New Haven

Monuments
 Beij & Williams Co The Hartford

Motor Switches
 Gaynor Electric Company Inc Bridgeport

Moulded Plastic Products
 Colt's Manufacturing Company Hartford
 Patent Button Co The Waterbury
 Waterbury Companies Inc Waterbury
 Watertown Mfg Co The 117 Echo Lake Road
 Watertown

Mouldings
 Himmel Brothers Co The (architectural, metal
 and store front) Hamden

Moulds
 ABA Tool & Engineering Co Manchester
 Hoggson & Pettis Mfg Co The (steel) New Haven
 114 Brewery St
 Lundeborg Engineering Company (plastic) Hartford

Moulder Stamps Works Inc
 Parker Stamps Works Inc The (compression
 injection & transfer for plastics) Hartford
 Sessions Foundry Co The (heat resisting for
 non-ferrous metals) Bristol

Napper Clothing
 Standard Card Clothing Co The (for textile
 mills) Stafford Springs

Nickel Anodes
 Apothecaries Hall Co Waterbury
 Seymour Mfg Co The Seymour

Nickel Silver
 Plume & Atwood Mfg Co The Thomaston
 Seymour Mfg Co The Seymour
 Waterbury Rolling Mills Inc (sheets, strips,
 rolls) Waterbury

Nickel Silver Ingot
 Whipple and Choate Company The Bridgeport

Night Latches
 P & F Corbin Division The American
 ware Corp New
 Sargent & Company New
 Yale & Towne Manufacturing Company S

Non-ferrous Metal Castings
 Miller Company The
 Nuts, Bolts and Washers
 Clark Brothers Bolt Co

Office Equipment
 Pitney-Bowes Inc
 Underwood Corporation Bridgeport & H

Offset Printing
 Kellogg & Bulkeley A Division of C
 cut Printers Inc
 New Haven Printing Company The New

Oil Burners
 Malleable Iron Fittings Co (domestic) B
 Miller Company The (domestic) B
 Petroleum Heat & Power Co (domestic, c
 al and industrial) S
 Silent Glow Oil Burner Corp The I
 1477 Park St
 W S Rockwell Company (Industrial) I

Oil Burner Wick
 Raybestos Div of Raybestos-Manhattan Br

Oil Tanks
 Norwalk Tank Co The (550 to 30 I
 underwriters above and under ground) S
 South I

Optical Cores & Ingots
 Whitlock Manufacturing Co The F

Outlets—Electric
 Plume & Atwood Mfg Co The Th
 General Electric Company Br

Ovens
 W S Rockwell Company (Industrial) I

Package Sealers
 Better Packages Inc

Packing
 Auburn Manufacturing Company The M
 rubber, asbestos, fibre) Mic
 Raybestos Div of Raybestos-Manhattan Br

Padlocks
 Corbin Cabinet Lock Div American H
 Corp New
 Sargent & Company New
 Yale & Towne Manufacturing Company S

Painting—Infra Red Baking
 Grandahl Tool and Machine Company I

Paints and Enamels
 Staminate Corp The New
 Tredennick Paint Mfg Co The

Panta
 Moore Special Tool Co (crush wheel) Br

Paperboard
 Connecticut Corrugated Box Div Rob
 Co Inc
 New Haven Pulp & Board Co The New
 Robertson Paper Box Co

Paper Boxes
 Atlantic Carton Corp (folding) New
 National Folding Box Co Inc (folding) New

Paper Boxes—Folding and Setu
 New Haven Pulp & Board Co The New
 Robertson Paper Box Co (folding) M
 Bridgeport Paper Box Company Br
 M Backer's Sons Inc Wa
 Warner Brothers Company The Br

Paper Clips
 H C Cook Co The (steel) 32 Beaver St

Paper Tubes and Cores
 Sonoco Products Co (Climax-Lowell D

Parallel Tubes
 Sonoco Products Co (Climax-Lowell D

Parkerizing
 Clairglow Mfg Company

Parking Meters
 Rhodes Inc M H

Passenger Transportation
 Connecticut Company The (local, subur
 interurban) New

Pet Furnishings
 Andrew B Hendryx Co The New

Pharmaceutical Specialties
 Ernst Bischoff Company Inc

Phosphor Bronze
 Miller Company The (sheets, strips, ro

Seymour Mfg Co The
 Waterbury Rolling Mills Inc (sheets
 rolls) W

C U T I T ' S M A D E I N C O N N E C T I C U T

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photographic Equipment
Kalart Company Inc Plainville

Photo Reproduction
New Haven Printing Company The New Haven

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass & copper) Bridgeport

Pipe Fittings
Corley Co Inc The (300# AAR) Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (counter-sunk) West Hartford

Plastics
Naugatuck Chemical Division United States
Rubber Co Naugatuck

Plastic Buttons
Colt's Manufacturing Company Hartford
Frank Parizek Manufacturing Co The West Willington

Patent Button Co The
Waterbury

Plastic Gems
Colt's Manufacturing Company Hartford

Plastic Lighting Bowls
Waterbury Companies Inc Waterbury

Plastic-Moulders
Colt's Manufacturing Company Hartford
Conn Plastics Waterbury
General Electric Company Meriden
Geo S Scott Mfg Co The Wallingford
Watertown Mfg Co The Watertown

Plastics-Moulds & Dies
Parker Stamp Works Inc The (for plastics) Hartford

Plasticrete Bloc
Plasticrete Corp Hamden

Plates-Switch
General Electric Company Bridgeport

Platers
Christie Plating Co Groton
Patent Button Co The Waterbury
Plainville Electro Plating Co The Plainville
Waterbury Plating Company Waterbury
Chromium Process Company The (Chromium Plating only) Derby

Platers-Chrome
Plainville Electro Plating Co The Plainville

Platers' Equipment
Apothecaries Hall Company Waterbury
MacDermid Incorporated Waterbury

Platers Metal
Plume & Atwood Mfg Co The Thomaston

Plating
Conn Metal Finishing Co Hamden

Plating Processes and Supplies
United Chromium Incorporated Waterbury

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Keeney Mfg Co The (special bends) Newington

Plumbing Specialties
Scovill Manufacturing Company Waterbury 48

Pole Line Hardware
John M Russell Mfg Co Inc Naugatuck

Polishing Wheels
Malleable Iron Fittings Co Branford

Polishing Wheels
Williamsville Buff Div The Bullard Clark Company Danielson

Poly Chokes
Poly Choke Company The (a shotgun choking device) Tariffville

Postage Meters
Pitney-Bowes Inc Stamford

Powdered Metal Products
Waterbury Companies Inc Waterbury

Prefabricated Buildings
City Lumber Co of Bridgeport Inc The Bridgeport

Preservatives-Wood, Rope, Fabric
Darworth Incorporated ("Cuprinol") Simsbury

Press Buttons
Gaynor Electric Company Inc Bridgeport

Press Papers
Case Brothers Inc Manchester

Presses
Henry & Wright Manufacturing Company The (automatic mechanical) Hartford
Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic

Presses-Power
Waterbury Farrel Foundry & Machine Co The Waterbury

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk

Printing
Whitlock Manufacturing Co The Hartford

Case Lockwood & Brainard A Division of Connecticut Printers Inc
Hartford

Finlay Brothers
Hartford

Heminway Corporation The
Waterbury

Hunter Press
Hartford

New Haven Printing Company The
New Haven

Taylor & Greenough Co The
Hartford

T B Simonds Inc
Hartford

The Walker-Rackliff Company
New Haven

Printing Machinery
Thomas W Hall Company Stamford

Printing Presses
Banthin Engineering Co (automatic) Bridgeport

Printing Rollers
Chambers-Storck Company Inc The (engraved) Norwich

Production Control Equipment
United Cinephone Corporation Torrington
Wassell Organization (Produc-Trol) Westport

Production Welding
Consolidated Industries West Cheshire

Propellers-Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Pumps
Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

Pumps-Small Industrial
Eastern Industries Inc New Haven

Pump Valves
Colt's Manufacturing Company Hartford

Punches
Hogson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven

Putty Softeners-Electrical
Fletcher Terry Co The Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) Waterbury

Quartz Crystals
Crystal Research Laboratories Inc Hartford

Radiation-Finned Copper
G & O Manufacturing Company The New Haven

Vulcan Radiator Co The (steel and copper)
Hartford

Radio and Television Components
General Electric Company Bridgeport

Radio Receivers
General Electric Company Bridgeport

Rayon Specialties
Hartford Rayon Corporation The Rocky Hill

Rayon Yarns
Hartford Rayon Corporation The Rocky Hill

Reamers
O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Reduction Gears
Snow-Nabstedt Gear Corp The New Haven

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk

Resistance Wire
Sorensen & Company Inc Stamford

C O Jelliff Mfg Co The (nickel, chromium, kanthal)
Southport

Respirators
American Optical Company Safety Division Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) Hartford

Riveting Machines
Grant Mfg & Machine Co The Bridgeport
H P Townsend Manufacturing Co The Elmwood

L-R Mfg Div of The Ripley Co
Torrington

Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment)
Bridgeport

Rivets
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
Connecticut Manufacturing Company The Waterbury

Plume & Atwood Mfg Co The
Waterbury

J H Sessions & Sons
Bristol

Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)
Bridgeport

Raybestos Div of Raybestos-Manhattan Inc The (iron)
Bridgeport

Roasters-Electric
General Electric Company Bridgeport

Rods
Bristol Brass Corp The (brass and bronze) Bristol

Scovill Manufacturing Company (brass and bronze)
Waterbury 91

Roller Skates
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Rolling Mills and Equipment
Waterbury Farrel Foundry & Machine Co The Waterbury

Rubber Chemicals
Naugatuck Chemical Division United States Rubber Co Naugatuck

Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils)
Stamford

Rubberized Fabrics
Duro-Gloss Rubber Co The New Haven

Rubber Footwear
Goodyear Rubber Co The Middletown
United States Rubber Prod Inc (Keds, Kedetees, Gaytees, U S Royal Footwear) Naugatuck

Rubber Gloves
Seamless Rubber Company The New Haven

Rubber Heels
Danbury Rubber Co Inc The Danbury

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

Rubber Products, Mechanical
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown

Rubber-Reclaimed
Naugatuck Chemical Division United States Rubber Co Naugatuck

Rubber Soles
Danbury Rubber Co Inc The Danbury

Rubber Tile
Danbury Rubber Co Inc The Danbury

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Safety Clothing
American Optical Company Safety Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Division Putnam

Safety Goggles
American Optical Company Safety Division Putnam

Sandblasting
Beij & Williams Co The Hartford

Sandwich Grills-Electric
General Electric Company Bridgeport

Saw Blades
Capewell Mfg Co The (Hack Saw, Band Saw) Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scales-Industrial Dial
Kron Company The Bridgeport

Scissors
Acme Shear Company The Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles) Derby

Screws
Atlantic Screw Work (wood) Hartford
Blake & Johnson Co The (machine and wood) Waterville

Bristol Company The (socket set and socket cap screws)
Waterbury

Charles Parker Co The (wood)
Meriden

Clark Brothers Bolt Co
Milldale

Connecticut Mfg Co The (machine)
Waterbury

Corbin Screw Div American Hardware Corp
New Britain

Holo-Chrome Screw Corporation The (socket set and socket cap)
West Hartford

Scovill Manufacturing Company Waterbury 91 (Adv.)

IT'S MADE IN CONNECTICUT

Screw Machines
H P Townsend Mfg Company The Elmwood

Screw Machine Accessories
Barnaby Manufacturing and Tool Company Bridgeport

Screw Machine Products
Apex Tool Co Inc The Bridgeport
Blake & Johnson Co The Waterville
Bristol Screw Corporation Plainville
Centerless Grinding Co Inc The (Heat treated and ground type only) Bridgeport
19 Staples Street
Connecticut Manufacturing Company The Waterbury
Consolidated Industries West Cheshire
Corbin Screw Div American Hardware Corp New Britain
Eastern Machine Screw Corp The New Haven
Greist Mfg Co The (Up to 1½" capacity) New Haven
Humason Mfg Co The Forestville
Lowe Mfg Co The Wethersfield
National Automatic Products Company The New Britain
Nelson's Screw Machine Products Plantsville
New Britain Machine Company The New Britain
Olson Brothers Company (up to ¾" capacity) Plainville
Peck Spring Co The Plainville
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Wallace Metal Products Co Inc New Haven
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterville
Waterville Mfg Co The Waterville
Watkins Manufacturing Co Inc Milford

Screw Machine Tools
Somma Tool Co (precision circular form tools) Waterbury

Screws—Socket
Allen Manufacturing Company The Hartford

Sealing Tape Machines
Better Packages Inc Shelton

Sewing Machines
Greist Mfg Co The (Sewing machine attachments) 503 Blake St New Haven
Morrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps
J B Williams Co The Glastonbury

Shears
Acme Shear Co The (household) Bridgeport

Shells
Wolcott Tool and Manufacturing Company Inc Waterbury

Sheet Metal Products
American Brass Co The (brass and copper) Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
Plume & Atwood Mfg Co The Waterbury
United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven

Sheet Metal Stampings
American Buckle Co The West Haven
DooVal Tool & Mfg Inc The Naugatuck
J H Sessions & Son Bristol
Patent Button Co The Waterbury
Plume & Atwood Mfg Co The Waterbury

Shipment Sealers
Better Packages Inc Shelton

Shoe and Corset Laces
Ansonia O & C Co Ansonia

Showcase Lighting Equipment
Wiremold Company The Hartford

Shower Stalls
Dextone Company New Haven

Signals
H C Cook Co The (for card files) Ansonia
32 Beaver St

Sizing and Finishing Compounds
American Cyanamid & Chemical Corp Waterbury

Silde Fasteners
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury
Shoe Hardware Div U S Rubber Company Kwik zippers) Waterbury

Smoke Stacks
Bigelow Company The (steel) New Haven

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Solder—Soft
Torrey S Crane Company Plantsville

Special Machinery
Henry & Wright Manufacturing Company The Hartford
H P Townsend Mfg Company The Elmwood

Lundeberg Engineering Company Hartford
National Sherardizing & Machine Co (mandrels & stock shells for rubber industry) Hartford
Swan Tool & Machine Co The Hartford

Special Parts
Greist Mfg Co The (small machines, especially precision stampings) New Haven

Special Industrial Locking Devices
Corbin Cabinet Lock Div American Hardware Corp New Britain

Special Tools & Dies
Lundeberg Engineering Company Hartford

Spinnings
Gray Manufacturing Company The Hartford

Sponge Rubber
Sponge Rubber Products Co The Shelton

Spring Coiling Machines
Torrington Manufacturing Co The Torrington

Spring Units
Owen Silent Spring Co Inc (mattresses and furniture) Bridgeport

Spring Washers
Wallace Barnes Co The Div Associated Spring Corp Bristol

Spring—Coil & Flat
Han-Dee Spring and Manufacturing Co The (Coil and Flat) Hartford
Humason Mfg Co The Forestville
New England Spring Manufacturing Company Unionville

Peck Spring Co The Plainville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Spring—Flat
Wallace Barnes Co The Div Associated Spring Corp Bristol
New England Spring Manufacturing Company Unionville

Spring—Furniture
Owen Silent Spring Co Inc Bridgeport

Spring—Wire
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
D R Templeman Co (jewelry) Plainville
J W Bernston Company (coil and torsion) Plainville

New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Spring, Wire & Flat
Autoyre Company The Oakville

Stamped Metal Products
Waterbury Companies Inc Waterbury

Stamps
Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven
Parker Stamp Works Inc The (steel) Hartford

Stampings
DooVal Tool & Mfg Inc The Naugatuck
Han-Dee Spring and Manufacturing Co The (small) Hartford
Plume & Atwood Mfg Co The (small) Waterbury

Stampings—Small
Greist Manufacturing Co The New Haven
L C White Company The Waterbury
Rogers Corporation (Fibre Cellulose Paper) Manchester

Wallace Barnes Co The Div Associated Spring Corp Bristol

Stationery Specialties
Waterbury Companies Inc Waterbury

Steel
Stanley Works The (hot and cold rolled strip) New Britain

Steel Castings
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
Wallace Barnes Co The Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
Detroit Steel Corporation New Haven
Wallingford Steel Company Wallingford

Steel Goods
Merriam Mfg Co (sheets products to order) Durham

Steel Strapping
Stanley Works The New Britain

Stereotypes
W T Barnum & Co Inc New Haven

Stop Clocks, Electric
H C Thompson Clock Co The

Straps, Leather
Auburn Manufacturing Company The (industrial, skate, carriage) Middletown

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
Mullite Refractories Co The

Surface Metal Raceways & Fittings
Wiremold Company The

Surgical Dressings
Acme Cotton Products Co Inc East Kent
Seamless Rubber Company The New

Surgical Rubber Goods
Seamless Rubber Company The New

Switches—Electric
General Electric Company Bristol

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulating) New

Synchronous Motors
R W Cramer Company Inc The Cent

Tanks
Bigelow Company The (steel) New
State Welding Co The
Storts Welding Company (steel and al

Tape
Russell Mfg Co The Middletown

Tap Extractors
Walton Company The West

Taps, Collapsing
Geometric Tool Co The New

Tarred Lines
Brownell & Co Inc

Tea
Upham Food Products Inc package balls) Hartford

Telemetering Instruments
Bristol Co The Waterbury

Television Receivers
General Electric Company Bristol

Textile Machinery
Merrow Machine Co The 2814 Laurel St

Textile Mill Supplies
Ernst Bischoff Company Inc

Textile Processors
American Dyeing Corporation (rayon, wool)

Thermometers
Aspinook Corp The (cotton) Jewett
Bristol Co The (recording and automa trol) Waterbury

Thermostats
Manning Maxwell & Moore Inc Waterbury
Bridgeport Thermostat Company Inc (automatic) Bristol

Thin Gauge Metals
Plume & Atwood Mfg Co The (thin sheet metals Co The (plain or t rolls) Waterbury

Thread
American Thread Co The Waterbury
Belding Heminway Corticelli
Gardner Hall Jr Co The (cotton sewing thread) South W

Lloyd E Cone Thread Co The (industrial sewing) South W
Max Pollack & Co Inc Groton and Waterbury
Wm Johl Manufacturing Co

Threading Machines
Grant Mfg & Machine Co The (double automatic) Bristol

Time Recorders
Stromberg Time Corp Torrington

Timers, Interval
A W Haydon Co The Waterbury
H C Thompson Clock Co The Waterbury
R W Cramer Company Inc The Cent

Timing Devices
A W Haydon Co The Waterbury
R W Cramer Company Inc The Cent
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H
Seth Thomas Clocks Torrington
United States Time Corporation The Waterbury

Timing Devices & Time Switches
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
M H Rhodes Inc

Tinning
Thinsheet Metals Co The (non-ferrous in rolls) Waterbury
Wilcox Crittenden & Co Inc Middletown

CUT IT'S MADE IN CONNECTICUT

Electric
Bristol
any The (textile, Middletown
Waterbury
Shelton
Hartford
East Killingly
New Haven
New Haven
Bridgeport
and Cables
asbestos insulated)
New Haven
The Centerbrook
New Haven
Hartford
Meriden
Middletown
West Hartford
New Haven
Moodus
package and tea
Hawleyville
Waterbury
Bridgeport
Hartford
Ivoryton
Rayon, acetate)
Rockville
Jewett City
and automatic con-
Waterbury
Bridgeport
Inc (auto-
Bridgeport
The Thomaston
plain or tinned in
Waterbury
Williamantic
Putnam
South Willington
The (industrial cot-
Moodus
and Williamantic
Mystic
chines
The (double and
Bridgeport
Thomaston
Waterbury
The Bristol
The Centerbrook
Hartford
Waterbury
Centerbrook
Waterbury
Hartford
The Thomaston
Waterbury
Time Switches
Waterbury
company Waterbury
Hartford
Waterbury
Middletown
(Adv.)

Tools
Hogson & Pettis Mfg Co The (rubber workers)
141 Brewery St New Haven
O K Tool Co Inc The (inserted tooth metal
cutting) 33 Hull St Shelton

Tool Chests
Vanderman Manufacturing Co The
Williamantic

Tools & Dies
Moore Special Tool Co Bridgeport
Swan Tool & Machine Co The Hartford

Tools, Dies & Fixtures
Fonda Gage Company (also jigs) Stamford
Grandahl Tool and Machine Company East Hampton
Greist Mfg Co The Hartford
New Haven

Tools, Hand & Mechanical
Bridgeport Hardware Mfg Corp The (screw
drivers, nail pullers, box tools, wrenches, auto
tools, forgings & specialties) Bridgeport

Toys
A C Gilbert Company New Haven
Geo S Scott Mfg Co The Wallingford
Gong Bell Co The East Hampton
N N Hill Brass Co The East Hampton
Waterbury Companies Inc Waterbury

Toys and Novelties
Waterbury Companies Inc Waterbury

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
Excelsior Hardware Co The Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) Stamford

Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
H C Cook Co The (for collapsible tubes)
32 Beaver St Ansonia
Weimann Bros Mfg Co The (for collapsible
tubes) Derby

Tube Fittings
Scovill Mfg Co ("Uniflare") Waterbury

Tubing
American Brass Co The (brass and copper)
Waterbury
Scovill Manufacturing Company (Brass and
Copper) Waterbury 91

Tubing—Heat Exchanger
Scovill Manufacturing Company Waterbury 91

Typewriters
Royal Typewriter Co Inc Hartford
Underwood Corporation Hartford

Typewriters—Portable
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Underwood Corporation Hartford and Bridgeport

Undercleanser Rolls
Sonoco Products Co (Climax-Lowell Div)
Mystic

Uniform Buttons
Waterbury Companies Inc Waterbury

Union Pipe Fittings
Corley Co Inc The (3002 AAR) Plainville

Upholstering Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane,
railroad) Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
Electrolux Corporation Old Greenwich
Spencer Turbine Co The Hartford

Valves
Norwalk Valve Company (sensitive chtkc
valves) South Norwalk
W S Rockwell Company (Industrial) Fairfield

Valve Discs
Celt's Manufacturing Company Hartford

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc Bridgeport

Varnishes
Staminit Corp The New Haven

Velvets
American Velvet Co (owned and operated by
A Wimpfheimer & Bro Inc) Stonington
Leiss Velvet Mfg Co Inc The Willimantic
Velvet Textile Corporation The (velveteen)
West Haven

Ventilating Systems
Colonial Blower Company Plainville

Vibrators—Pneumatic
New Haven Vibrator Company (industrial)
New Haven

Vises
Charles Parker Co The Meriden
Penn Manufacturing Company The (Quick-
Action Vises) Hartford
Vanderman Manufacturing Co The (Combi-
nation Bench Pipe) Willimantic

Waffle Irons—Electric
General Electric Company Bridgeport

Washers
American Felt Co (felt) Glenville
Auburn Manufacturing Company The (all ma-
terials) Middletown
Blake & Johnson The (brass, copper & non-
ferrous) Waterville
Clark Brothers Bolt Co Milldale
J H Sessions & Son Bristol
Plume & Atwood Mfg Co The (brass & copper)
Waterbury
Raybestos Div of Raybestos-Manhattan Inc The
(clutch washers) Bridgeport
Saling Manufacturing Company (made to order)
Unionville
Sessions Foundry Co The (cast iron) Bristol

Washers—Felt
Chas W House & Sons Inc (Mills & Cutting
Plant) Unionville

Washing Machines—Electric
General Electric Company Bridgeport

Watches
Benrus Watch Co 30 Cherry St Waterbury
E Ingraham Co The Bristol
New Haven Clock and Watch Co The (pocket
& wrist) New Haven
United States Time Corporation The Waterbury

Water Heaters
Whitlock Manufacturing Co The (instan-
tentous & storage) Hartford

Water Heaters—Electric
Bauer & Company Inc Hartford

Waterproof Dressings for Leather
Viscol Company The Stamford

Wedges
Saling Manufacturing Company (hammer &
axe) Unionville

Welding
G E Wheeler Company (Fabrication of Steel
& Non-Ferrous Metals) New Haven
Industrial Welding Company (Equipment
Manufacturers—Steel Fabricators) Hartford
Porcupine Company The Bridgeport
State Welding Co The (Equipment Mfrs
& Steel Fabricators) Hartford

Welding—Lead
Storts Welding Company (tanks and fabrica-
tion) Meriden

Welding Rods
Bristol Brass Co The (brass & bronze) Bristol

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
Auburn Manufacturing Company The (felt, as-
bestos) Middletown
Raybestos Div of Raybestos-Manhattan Inc The
(oil burner wicks) Bridgeport
Russell Mfg Co The Middletown

Window & Door Guards
Hartford Wire Works Co The Hartford

Wire
Atlantic Wire Co The (steel) Branford
Bartlett Hair Spring Wire Co The (Hair
(Spring) North Haven
Bristol Brass Corp The (brass & bronze) Bristol
Driscoll Wire Co The (steel) Shelton
Hudson Wire Co Winsted Div (insulated &
enameled magnet) Winsted
Platt Bros & Co The (zinc wire)
P O Box 1830 Waterbury
Plume & Atwood Mfg Co The (brass, bronze,
nickel silver) Thomaston
Scovill Manufacturing Company (Brass, Bronze
and Nickel Silver) Waterbury 91

Wire Arches & Trellises
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Baskets
Rolock Inc (for acid, heat, degreasing)
Fairfield

Wire Cable
Bevin-Wilcox Line Co The (braided)
East Hampton

Wires and Cable
General Electric Company (for central sta-
tions, industrial and mining applications) Bridgeport

Rockbestos Products Corporation (asbestos
insulated) New Haven

Wires—Building
General Electric Company Bridgeport

Wires—Telephone
General Electric Company Bridgeport

Wire Cloth
Hartford Wire Works Co The Hartford
C O Jelliff Mfg Co The (all metals, all meshes)
Southport
Pequot Wire Cloth Co Inc Norwalk
Rolock Incorporated Fairfield
Smith Co The John P New Haven

Wire Drawing Dies
Waterbury Wire Die Co The Waterbury

Wire Dipping Baskets
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire—Enameled Magnet
Sweet Wire Co Winsted

Wire Formings
Autoyre Co The Oakville
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Verplex Company The Essex

Wire Forms
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The Hartford
Humason Mfg Co The Forestville
New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring
Corp Bristol

Wire Goods
American Buckle Co The (overall trimmings)
West Haven
Patent Button Co The Waterbury
Scovill Manufacturing Company (To Order)
Waterbury 91

Wire Partitions
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Products
Clairglow Mfg Company Portland
Plume & Atwood Mfg Co The (to order)
Waterbury

Wire Reels
A H Nilson Mach Co The Bridgeport

Wire Rings
American Buckle Co The (pan handles and
tinners' trimmings) West Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties
Andrew B Hendryx Co The New Haven

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery
& small tools) Salisbury

Woodwork
C H Dresser & Son Inc (Mfg all kinds of
woodwork) Hartford
Hartford Builders Finish Co Hartford

Woven Awning Stripes
Falls Company The Norwich

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting
Plant) Unionville

Yarns
Hartford Spinning Incorporated (Woolen,
knitting and weaving yarns) Unionville
Aldon Spinning Mills Corporation The (fine
woolen and specialty) Talcottville
Ensign-Bickford Co The (jute carpet) Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire)
P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave
West Haven
(Adv.)

Mr. Manufacturer: Your "Key" Men Are Showing

(Continued from page 13)

qualified foreman. Merit . . . not caprice . . . is the basis for promotion within his department.

Too many operations are unnecessarily handicapped by petty jealousies, misunderstandings and plain stubbornness. The time lost in trying to find someone to blame for damage already done would be better spent in making repairs and thinking out measures to prevent recurrence. Inasmuch as the work must pass through all operations before it is a finished part, it should be the responsibility of all the foremen working together to produce the completed work. As processing usually requires routing through many departments, placing all the blame on any one department is purely academic. In the event of a poor job being done at one operation the foreman should stop the work as soon as detected, take the action indicated to prevent future trouble, and . . . this is important . . . get together with inspection, and the foreman of the next operation, determine what is to be done, and do it. Don't worry too much about whose fault it was . . . it may be your turn next! The "he did it", no, "he did it", routine is strictly for the kids.

A weekly foremen's conference conducted by the Works Manager goes a long way to eliminate this friction. It should be noted here that while foremen's meetings are "old hat", the idea is sound. The conference must be conducted in a dignified manner; a regular order of business followed, and the minutes recorded. The various problems should be presented in a way to provoke discussion, which usually results in a solution by the men themselves, rather than the "boss". This in turn stimulates the enthusiastic cooperation so much desired. It is here that the leadership and ability to coordinate can be demonstrated by the Manager.

There are many foremen who do not like "paperwork". This is understandable as it takes considerable time from other duties. Notwithstanding, it is important and must be done. The willingness to accept the responsibility for the accuracy and promptness of his reports is indicative of the executive approach necessary in a competent foreman. If he persists in thinking

all paper work unimportant and a nuisance, he will not make a good foreman. This man had better remain an operator or a mechanical supervisor if so qualified. Adequate reports are needed by the front office for many reasons, such as costs, inventory, and quantity of work in process, as these factors tie in with the pricing and merchandising policies of the company. These facts should be stressed at the weekly meeting. Where the operation warrants and the department is large and/or the routing is complex, the foreman should have a clerk. The use of good printed or mimeographed forms helps to minimize detail.

There is an almost universal tug-of-war between production and inspection. Why this condition should obtain is difficult to define. It is largely attributable to a misconception of the function of one to the other. A clear understanding by all concerned of the application of good quality control procedures would help to smooth the fur on both backs. It is a mistake to use inspection reports as an instrument to penalize a production department foreman. If this practice is followed the results inevitably will be bad. There is a tendency for production to hide spoiled work from inspection, and in some cases inspection will pass poor work, rather than be accused of slowing down production. As long as such misguided practices continue there can be no solution. The standards set should be clearly understood by both the production and inspection foremen. Where tolerances are close, or finish important, special notice should be given all concerned. Complete inspection reports covering scrap, rework, and repairs, must be sent to the production office.

Intelligent use of inspection reports as a basis for analyses can save a great deal of time and money. To outline a good inspection set up would require more space than is available here. Competent foremen and good inspection are the keys to a high quality, low cost product.

Service Section

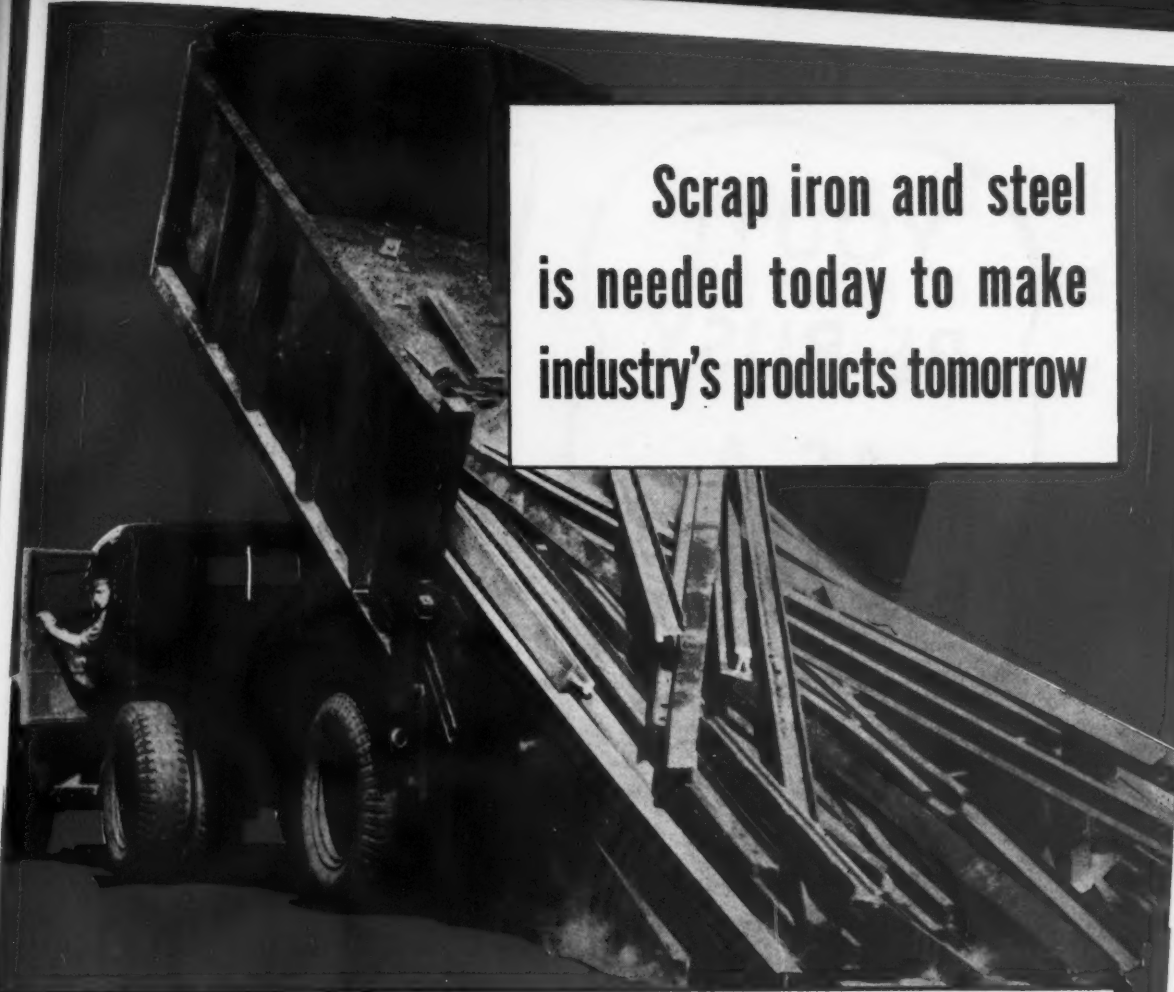
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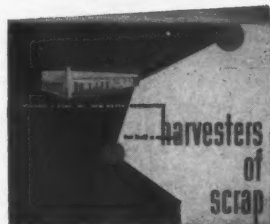
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